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ABSTRACT

This review of the literature, derived from a comprehensive computer search of three databases (ERIC, ABI/INFORM, and Management Contents), discusses career development as an integral part of human development and its place in educational and community settings, with a particular emphasis on the current popularity of career development in business/industry organizations. Career management and pathing are examined in terms of definitions, a model for human resource development, career development systems components, programs and activities, implications for counselors, and future directions. The bibliography section of the review contains the actual computer search with abstracts for each database. (JAC)

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CAREER MANAGEMENT AND CAREER PATHING IN ORGANIZATIONS

Helen L. Mamarchev

Searchlight Plus: Relevant Resources in High Interest Areas
55+

AN INFORMATION ANALYSIS PAPER

Based on a computer search of three databases:
ERIC, November 1966 through December 1981
ABI/INFORM, 1971-1981
Management Contents, 1974-1981

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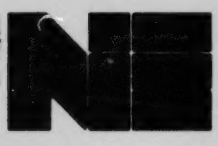

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INTRODUCTORY NOTE

First there was the *Searchlight* series--computer searches with abstracts of the ERIC database on topics of major interest and importance to ERIC/CAPS users and helping professionals in the field. Then came the *Searchlight Plus* series, computer searches of the topics in most demand PLUS in-depth analyses of the documents in the search. The opening narrative in each *Searchlight Plus* highlights certain documents, identifies major issues and trends, describes the historical background and existing programs, and points out the implications of the information for the work of human services professionals. For those who need succinct, timely, and practical information but lack the time to examine the total collection of data, the *Searchlight Plus* is the "perfect package." For a complete list of current topics in both series, please contact the ERIC/CAPS Publications Department.

CAREER MANAGEMENT AND CAREER PATHING IN ORGANIZATIONS

Helen L. Mamarchev

Introduction

The current recognition of career development as an integral aspect of human development represents a move away from earlier views where the focus was on matching an individual to a particular job to be performed for a lifetime. Many early programs emphasized the examination of occupational clusters and career opportunities (jobs) within those clusters. Some practitioners recognized, however, that alternative programs were necessary if they were to accomplish the task of helping individuals develop to their fullest potential. The result was that career development concepts have gradually been infused into educational and community settings in the form of career guidance programs, activities, and interventions. Their designated goal has been to help individuals increase self- and career awareness, develop decision-making skills, and explore the world of work (Mamarchev, 1980). In general, these career development activities have occurred in educational settings at the kindergarten through postsecondary levels.

Within organizations in the past, career development has revolved around management development based on manpower planning requirements (ED 153 069). The current popularity of career development in organizations can be attributed to three factors: (1) the emergence of particular concepts as ways of thinking about careers and visualizing new possibilities in contemporary society; (2) the methods of

implementing career development, i.e., the techniques for both the qualitative and quantitative evaluation of organizational and individual possibilities and needs; and (3) the role of need/support, i.e., motivation, pressure points, or change forces and the subsequent activation of interest in career development (Burack & Mathys, 1980). Other factors include a return to traditional values, the notion of a work career as a key factor affecting the quality of life, an increased acceptance of individuality and the value of personal satisfaction as an end in itself, the use of careers as a vehicle for social equality for women and minorities, the increase in the average education of the work force, and the effect of economic conditions on organizational growth (MC 192591). Because individuals believe that work should provide a sense of growth, achievement, and self-esteem, they have also come to believe that a realistic understanding of career development can help them understand the factors that may guide, inhibit, or enhance their careers (ED 153 069).

This review of the literature is derived from a comprehensive computer search of three databases: ERIC (1966-1981), ABI/INFORM (1971-1981), and Management Contents (1974-1981). The review looks at career management and career pathing in organizations in terms of definitions, a model for human resource development, career development system components, programs and activities, implications for counselors, and future directions. The search section of this review (following the pink cover sheets) contains the complete computer search with abstracts for each database. For the ERIC database (Search I), the EJ (journal) and ED (document) references are listed in descending numerical order. The same is true for the ABI/INFORM database (Search II with ABI reference numbers) and the Management Contents database (Search III with MC reference numbers).

Definitions

Although the literature appears to interchange career development terms, in this paper they are used according to the following definitions:

1) "Career" is the attitudes and behaviors of an individual associated with a life-long sequence of work roles and experiences in pursuit of a commitment to an occupation and/or organization. (Gutteridge, 1976; Hall, 1976)

2) "Career development" is a systematic approach for guiding the entry and movement of human resources through an organization that is concerned with the relationships between individuals, their work environment, and their job assignments. (Gutteridge, 1976)

3) "Career pathing" is the individual's process of planning the routes along which one's career will follow, including such decisions as occupational and organizational choice, job assignment selection, and self-development activities. (Gutteridge, 1976)

4) "Career management" is the employer's process of matching individual interests and abilities with organizational opportunities and needs through a planned program consisting of recruitment and selection, performance appraisal and evaluation, manpower allocation, training and development, compensation and benefits, and management development. (Gutteridge, 1976)

5) "Manpower planning" is the organizational process by which the internal demand and availability of human resources is estimated and subsequent personnel action plans are developed to meet manpower requirements. (Gutteridge, 1976)

6) "Human resource development" is the employer's attitude and approach toward the effective selection, use, and management of people in organizations for the purposes of improving employee productivity and enhancing the qualitative aspects of the workplace. (MC 192574)

It is important to note that the definition of "career" reflects the recent trend of combining psychological and sociological approaches to career development. The "micro" psychological approach analyzes individual attitudes and behaviors and parallels the career pathing component of career development; the "macro" sociological approach examines the organizational focus on work and parallels the career management component of career development (MC 192591). Individuals process occupational information; develop attitudes, values, and experiences; and make career choices. Yet the organization and social environment provide training and occupational opportunities, recruitment, and rewards and benefits; shape attitudes, values, and experiences; and provide occupational information. Thus a career can be viewed as "a mutual influence process of individuals choosing occupations, organizations, and positions and of institutions recruiting and selecting individuals" (MC 192591, p. 204).

This dual-faceted nature of the career provides additional support for the current interest in career development within organizations.

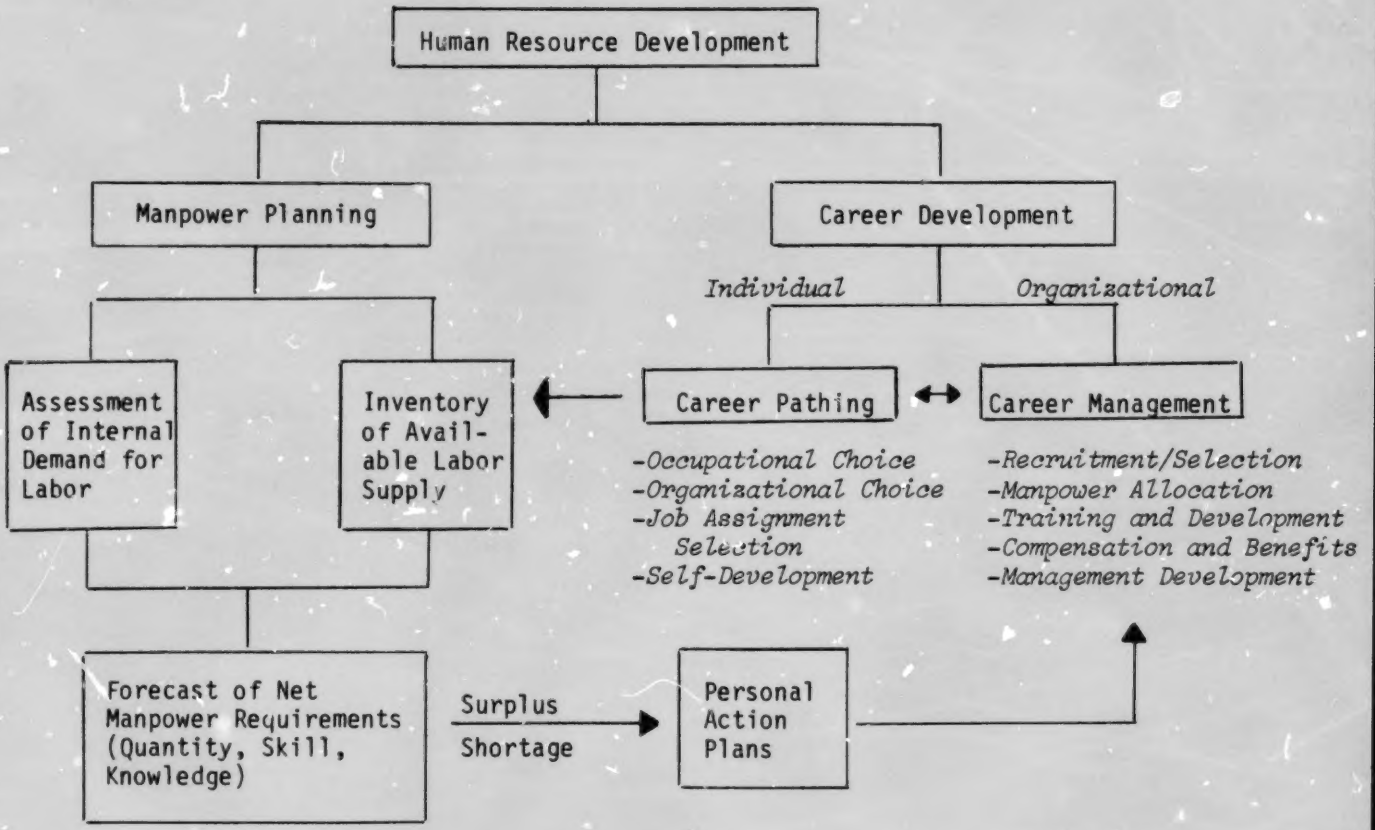
> The promise of career studies lies in learning substantially more about why organizations and individuals act as they do. On one hand, the career represents to the person an opportunity and a constraint. The ability to look ahead in terms of a career perspective may be a real source of inspiration and value for some people, to others it may be a curse, a source of discontent and despair. On the other hand, organizational problems are not necessarily the same as those faced by

> the individual. Things are accomplished by organizations in part because people are concerned about their careers. Hence, the career must also be seen as a significant feature of the regularity imposed by the rules and culture associated with organizational life.
>
> (VanMaanen & Schein, 1975, p. 8)

A Model for Human Resource Development

Research by Gutteridge (1976) and Wolker (1973) provides a model that visually aids the understanding of the relationships between the various facets of human resource development. According to Gutteridge (1976, p. 5), the following diagram illustrates career development as a complementary function of manpower planning and both career development and manpower planning as part of a system of human resource development. (See next page.)

This model of human resource development, and career development in particular, presents career pathing and career management as an integration of individual and organizational needs (ABI 81026298, ABI 80021691, ABI 75011634, MC 129232). Career development programs based on this model have been a result of organizational responses to increased government involvement and intervention in employer/employee relations, increased employee stress, and technological advances and innovations within organizations (ABI 78005637, ABI 76007033). In addition, organizations have begun to recognize that responding to individual needs and goals can lead to increased productivity (MC 142234), greater organizational effectiveness (MC 137111), and better communications between employees and organizations (MC 136982). This model allows an organization to optimize human resources within the work environment;


Human Resource Development
Manpower Planning
Career Development
Individual
Organizational
Assessment of Internal Demand for Labor
Inventory of Available Labor Supply
Career Pathing
Career Management
-Occupational Choice
-Organizational Choice
-Job Assignment Selection
-Self-Development
-Recruitment/Selection
-Manpower Allocation
-Training and Development
-Compensation and Benefits
-Management Development
Forecast of Net Manpower Requirements (Quantity, Skill, Knowledge)
Surplus
Shortage
Personal Action Plans

optimization is defined here as "the condition in which a set of interdependent goal-related relationships, each peculiar in its component parts to a specific organization, are simultaneously satisfied to the highest possible degree without unacceptably lessening the satisfaction of other significant goals" (MC 123294, p. 20). Optimization thus becomes consistent with a gradual improvement in the quality of social life; i.e., high value is placed on increasing productivity and the subsequent material rewards as well as on the quality of work life.

A systems perspective is also necessary in this model, where a system is seen as "containing highly interdependent parts or sub-systems, all of which interact among themselves and with the environment in determining how the organization functions" (MC 192574, p. 72). Without a systems approach, individual components may develop their own human resource units and duplicate efforts and projects throughout the organization. Although a human resource approach tends to be both psychologically satisfying to employees and organizationally effective, career development programs need to contribute to organizational objectives in a systematic manner because organizational functioning is an interdependent process.

This model also assumes several preconditions for success of any career development program: (1) organizations must modify promotional policies and practices so as to create an open internal labor market in which information on job openings is widely disseminated and employees are free to apply for any position in which they are interested; (2) career development programs should be flexible and personalized, recognizing that career decisions are basically individual decisions; (3) organizations should carefully assess expected benefits and remember that career development is not a panacea for

personnel problems; (4) senior management must be thoroughly committed to the program and actively involve upper and lower levels of line and staff managers in the actual formulation of the career development program; and (5) organizations must be prepared, in order to avoid a credibility gap, to follow through until the success or failure of the program can be realistically evaluated (Gutteridge, 1976). Five requirements for establishing an effective career development program are release time for program development, adequate budget support, a climate of mutual concern and trust, definitions of new roles for employees and managers, and communication of information about the program (ABI 78000143, MC 135884).

Components of an Effective Career Development System

Career Pathing

Career pathing represents the individual's determination process of the routes along which his/her career will follow. According to the model of human resource development, occupational choice, organizational choice, job assignment selection, and self-development are all components of career pathing.

The research on occupational choice suggests that it is an expression of personality (Holland, 1973).

> The choice of an occupation is an expressive art which reflects the person's motivation, knowledge, personality, and ability. Occupations represent a way of life, an environment rather than a set of isolated work functions or skills. To work as a carpenter means not only to use tools but also to have a certain status, community role, and a special pattern of living. In this sense, the choice of an occupational

> title represents several kinds of information: the subject's motivation, his knowledge of the occupation in question, his insight and understanding of himself, and his abilities.
>
> (Holland, 1965, p. 2)

Typologies based on individual life histories identify unique-experience subgroups of individuals in an organization and demonstrate that different types of people choose different occupations (ED 091 533, MC 187667).

Occupational choice research also indicates that individuals search for environments that will allow them to "exercise their skills and abilities, express their attitudes and values, and take on agreeable problems and roles" (Holland, 1973, p. 4). Persons involved in a particular occupation also have similar personalities and similar histories of personal development. Thus, the concepts of organizational choice and job assignment selection are closely linked to the career routes an individual will follow, because the individual will continually seek organizations and positions within organizations that provide a desirable "fit" between his/her personality and the work environment.

The notion of self-development in career pathing is represented by research on exchange theory, career life cycles/stages, expectancy theory (Burack & Mathys, 1980), and career anchors (ED 099 581). Exchange theory suggests that individuals seek employment for a variety of reasons, not only to earn money but also to satisfy needs and desires; in turn, the organization seeks to satisfy a number of its needs. Job design, the existence of career paths, and the general organizational climate all have an impact in the exchange process on the individual's continuity of employment, performance, and overall

sense of career progress. Over time, individual decisions about remaining in or leaving an organization are based on the identification of realistic job alternatives and the degree to which anticipated benefits are positive in terms of performance and experience.

Career life cycles/stages research indicates that career development occurs as a patterned process of individual events happening over time and taking place in fairly predictable stages. Individuals grow and change throughout their careers in a continual process of exploration, preparation, entry, establishment, promotion, and stabilization (MC 134675).

Expectancy theory research has investigated the process of individual motivation and the nature of decisions and changes involved with the attainment of desired goals. The research suggests that career pathing means the identification and selection of viable alternatives based on reality checking, which is a self-check of the validity of one's plans. This "path-goal" orientation stresses the importance of identifying long-term goals that reflect a balance of personal lifestyle and work-related considerations, a process that invariably involves short-term career-related choices as a means for securing the long-term goals (Burack & Mathys, 1980).

The "career anchor" concept describes a motivational/attitudinal/value orientation that guides or limits an individual's career. A career is anchored in a set of job descriptions and organizational norms about the responsibilities and rights of a given job title, as well as in a set of needs and motives which the individual attempts to fulfill through the job and the rewards of the job. Career anchors function to pull a person back if he/she strays too far from what he/she really wants; they

are generated by the conservative, stable parts of one's personality. Research has identified several basic career anchors from analyses of statements about fundamental career motivations; these anchors are managerial competence, technical-functional competence, security, creativity, and autonomy. In predicting the career path of an individual, much change would not be expected in career anchors although the person might demonstrate continued movement in the overt manifestations of careers as he/she seeks appropriate organizational settings in which to fulfill needs and desires (ED 099 581, MC 112235).

The complexity of multiple personal and occupational goals and alternatives, along with the variety of subjective and objective criteria for making decisions, affects individual choices in career pathing. Because a career represents attitudes and behaviors associated with a lifelong sequence of work roles and experiences, the individual and the organization both have obligations: the individual must assume responsibility for his/her self-development, and the organization must provide a climate that shapes the human experience to its fullest potential in the organization (ABI 81009446, MC 148452, MC 134655, MC 117220).

Career Management

Career management represents the process followed by the employer/manager of matching individual worker's interests and abilities with organizational opportunities and needs. According to the model of human resource development, recruitment and selection, manpower allocation, training and development,

performance appraisal and evaluation, compensation and benefits, and management development are all components of career management.

Psychology has contributed to the process of recruitment and selection through the application of scientific criteria and the development of standard ways of observing candidates to permit systematic evaluations and comparisons (Schein, 1965). The design of recruitment programs is often based on information about attrition from the organization and the average time for individual advancement within the system matched against anticipated staffing demands (Burack & Mathys, 1979). The selection process usually involves interviews, standardized testing, application materials, observations of applicants at work for a limited time, or some combination of these. An assessment is made of such variables as biographical information, work history, intellectual level, aptitude, knowledge/skill areas, attitudes, interests, motivation, and personality (Schein, 1965). Many organizations use management skill inventory systems, also known as Human Resources Inventories (HRIs), to collect and store work-related data about employees (ABI 81024321). Whatever the selection procedure(s), the organization must be sensitive to potential problems that can occur with an over-reliance on testing, such as viewing a worker as a static entity to be measured, classified, and stuck in an organizational slot (Schein, 1965). Another problem closely associated with the recruitment and selection process is that of organizational entry; i.e., how potential members or outsiders can move across the organizational boundary that labels them as newcomers. A newcomer's initial expectations tend to be unrealistic, and this may lead to an experience of reality shock. A realistic job preview, in which both positive and negative aspects are clearly presented during the applicant's interview, can reduce the shock (Wanous, 1975; ABI 72002663).

Manpower allocation refers to the actual placement of individuals in a specific position, attempting to match manpower supply and demand, organizational needs and goals, and individual abilities and interests. Of significant importance to this component is the daily contact between those who act to achieve organizational goals and those who look for ways to enhance human resources in support of that achievement (ABI 81019830). This careful monitoring can then lead to action measures, internal and external, that develop human resources to the levels necessary for greater employee productivity and greater employee satisfaction with the work environment (ABI 81019258, ABI 80007928).

Training and development encompass a wide range of programs and activities designed to meet the needs of employees throughout their work life in the organization, including vertical promotions, lateral movements, and departmental shifts. The goals of training are to orient and indoctrinate new employees, teach the specific knowledge and skills for job performance, and provide educational and self-development opportunities for successful advancement within the organization. The steps involved in the development of a training program include the identification of training needs and goals, the selection of a target group, the design of training experiences in terms of appropriate learning theory, and an evaluation of training outcomes (Schein, 1965). Those responsible for the design and implementation of training and development activities must be sensitive to the interactions between training, recruitment and selection, and the individual needs of each employee, particularly newcomers for whom early career experiences are critical to their ultimate performance (MC 192591).

Performance appraisal and evaluation provide feedback to the employee through the analysis of his/her accomplishments. From this individualized plans can be established to aid the professional

growth potential process. The appraisal process generally consists of: (1) a review of overall performance; (2) a comparison of actual performance and established performance standards/minimums; (3) an assessment as to whether the performance was more than adequate so that appropriate credit may be given; (4) a discussion of future tasks and performance standards; (5) a review of the employee's individual development needs; (6) a determination of the support or assistance that the appraiser can give the employee; and (7) the development of a new set of goals to be met before the next scheduled appraisal (Gary, 1982). This procedure requires management to define goals for both the employee and the organization and to provide a supportive work environment.

Compensation and benefits are part of the reward system in the organization that is useful in maintaining employee satisfaction. Although monetary rewards are important, management must remember that nonmonetary recognition often is equally important, as indicated by exchange theory research on careers (ABI 80021149).

Management development is a "strategy evolving out of the integration of individual career planning goals and organizational career management objectives to assist in managerial acquisition of skills, knowledge, attitudes and value systems necessary for successful performance in and movement along established career ladders" (Gutteridge, 1976, p. 12). Most management programs generally combine selective job assignments with training and educational experiences that are intended to strengthen the managerial capabilities of a chosen group of "fast track" employees. Recently, however, organizations have come to the realization that dangling prospects of money and promotion before "star" performers

may not be enough. Achievers want an opportunity to perform and need room to test their talents within the organization. Organizations that want to keep their top performers need to develop a systematic strategy for filling top-level positions through a combination of promotion, coaching, and monetary rewards (ABI 81023250). Considerations critical to the success of a management development strategy include: (1) establishing the chief characteristics of the organization in the future and thereby the central managerial requirements in terms of desirable and critical skills and abilities; (2) assessing individual potential and understanding individual career objectives; (3) analyzing individual needs to determine developmental requirements based on organizationally satisfying future demands; (4) setting up the type, methods, and time requirements for developmental methods and experiences; and (5) determining the individual career paths to be pursued in the acquisition of needed skills and abilities (Burack & Mathys, 1979).

In summary, organizations that are able to integrate and systematize a career management program and a career pathing program will have a more effective career development system. The responsiveness to organizational needs and goals and to individual career needs and aspirations will be more likely to maximize employee productivity and improve the work environment.

Programs and Activities

Implementation

In the implementation of career development systems, the one factor that always seems to be a constant is that of timing--most time estimates are overly optimistic. The introduction of a career development system often calls for changes in policies, procedures, responsibilities, attitudes, and personnel, all of which are capable of responding in a negative way that creates unforeseen barriers and resistance. In addition, limited resources and personnel, the need to deal with the daily organizational activities and problems, and the sequential nature of many career development activities reflect the need for careful thinking. Realistic time estimates can pay off in the implementation of a clearly defined system of career development (Burack & Mathys, 1980). With these cautions in mind, a review of the literature reveals innumerable programs and activities for career pathing and career management and for meeting the career development needs of special populations within the organization (EJ 192 712, ED 153 069, MC 141156, MC 139148).

Career Pathing

Career pathing programs and activities can be divided into the areas of career counseling, career information systems, training and education, and self-management strategies. Organizations have traditionally followed a manager-directed, macro approach to career development. Recently, the individual, micro approach has arisen in which employees, on an individual basis, are provided with counseling and guidance for satisfying and productive positions (ABI 79014220).

Based on the belief that employee development is a lifelong process, the goals of career counseling include the facilitation of employee growth and development to meet personal and organizational goals, the encouragement of personal growth and development to help employees reach their full potential, the development of an internal talent pool, and the integration of the counseling process into the career management activities of performance appraisal and evaluation (ABI 79007508). Because employees express concerns about career change, job advancement, promotions, and adjustment to the work environment (EJ 223 187), a career counseling program can serve as a common ground in which individuals can facilitate organizational plans and organizations can support individual development and growth (Burack & Mathys, 1980). Career counseling can occur informally with friends or colleagues or formally with counselors, psychologists, personnel specialists, or managers (ABI 78005639, ABI 78005635). An effective career counseling program provides information about the individual and the organization so that employees can check the reality of their thinking and design or strengthen a personal action plan whereby they take charge of their own careers. Many career counseling programs follow a model that consists of: (1) a self-assessment of interests, experiences, and education (ABI 78000989); (2) an analysis of future desires and needs; (3) an examination of career ladders within the organization; (4) the available alternatives for short- and long-term goals; (5) reality checking to test the feasibility of various alternatives; and (6) the possible positive and negative outcomes associated with each alternative (ED 102 288, ABI 78000989). The objectives of the career counselor are to "provide relevant career-related information, guide the individual to pertinent sources of information,

reduce the conflict between life and career goals, and generally support individual efforts" (Burack & Mathys, 1980, p. 303). To accomplish these objectives, career counselors must understand the career management system as well as aspects of individual career attitudes and behaviors. In the long run, a career counseling program can be a valuable tool for the individual and the organization and lead to improved employee morale, reduced turnover, greater productivity, and an internal supply of personnel so that the right numbers and kinds of people will be prepared when the organization needs them (ABI 79003319).

Career information systems exist in a variety of forms and are designed to provide information about career opportunities within an organization (EJ 238 182). A Corporate Occupational Information System (COIS) is an example of a computerized information retrieval program through which data on occupations and projects within a corporation are indexed by occupational title in a directory of positions. Individuals can use COIS to locate positions that meet their personal career objectives, and/or managers can use COIS to identify present employees who may be suitable for specific jobs (ABI 81018782, ABI 79019068). Job posting systems, which may also be computerized, outline procedures and policies for eligibility requirements, application procedures, selection process and criteria, and notification methods (ABI 81024326, ABI 79000483). Programs such as these decrease turnover for the organization and maximize the return-on-investment for each employee.

Training and education programs allow employees to qualify for jobs they aspire to in their career objectives. These programs are often offered on an in-house basis, although some employees may attend

workshops, institutes, and classes outside the organizational setting (EJ 192 712). Training/education programs focus on such topics as communication skills (ED 125 024, MC 163857) and specific competencies for maintaining a high proficiency level, e.g., engineering (ABI 78014125) or electronics (ABI 79002493). The education takes place in regional schools, internal retraining systems, and fair share programs (ABI 77002619) and in formalized job rotation, intern programs, and seminars (Morgan, 1980). The training of new supervisors demands much attention because the productivity and motivation of a work group reflects the supervisor's ability to get results through others. Motivation at the supervisory level is related to the accuracy of the information received about personal growth opportunities. Training which overlooks the career development needs of the supervisor benefits neither the supervisor nor the work performance of the group (ABI 80016033). Lifelong learning opportunities are also necessary for non-managerial level workers; they need assistance in identifying educational opportunities related to their career plans (ED 191 416). Since 1950, many organizations have begun some type of tuition reimbursement program to support the continuing education efforts of their employees. Limited resources are now prompting some corporations to question the benefits of these programs; they should be examined according to what can be afforded and to what serves primarily organizational needs versus individual needs and preferences. In some instances, satisfying the individual also satisfies the organization (Burack & Mathys, 1980).

Self-management strategies have begun to assume a major role in career pathing. The central focus is the individual's active involvement in and responsibility for defining career goals, interests, and

abilities. The notion of self-assessment provides a format for individuals to join the planning process. Other elements are instruments and materials for use in planning or for support of information from formal organizational assessment systems. Such materials as the Self-Directed Search or Quick Job Hunting Map (ABI 60021692) are generally worked on over a period of weeks or months to allow adequate time for self-analysis, life goals examination, and personal research (EJ 019 660, MC 144390, MC 131170, MC 131153). With appropriate input and assistance from counselors, personnel specialists, supervisors, and peers (ABI 78005636), self-management programs help the employee to gain an awareness of self, acquire problem-solving skills, and develop skills in information-gathering, feedback, and recognition of opportunities for personal growth (ABI 81016801, ABI 80020485, ABI 79006921, ABI 73001549, ABI 73001177). Employees benefit from the process by learning to identify personal strengths, make realistic career plans, follow through on career opportunities, and increase visibility for promotion. The organization benefits by the discovery of persons with career potential, development of a highly motivated workforce through the integration of organizational goals, increased effectiveness through the optimum use of human resources, and enhanced participation and interaction of all personnel (ABI 76004217, ABI 76003185). Additionally, some strategies offer opportunities for self-assessment that are geared specifically to upward mobility and emphasize individual initiative and performance as prerequisites for advancement. Programs of this nature usually consist of a formal registration of interest by the individual, self-assessment, exposure to specific jobs and functions, development programs, goal-setting, and application for advancement (ABI 78009839, ABI 78007975).

In summary, various programs and activities contribute to the career pathing component of the career development system. They in turn permit the individual employee to take advantage of counseling, information, training, and self-management strategies. As a result, the employee can plan future career patterns and determine the appropriate "fit" between personal and organizational goals.

Career Management

Career management programs and activities can be divided into the topics of management development, job enrichment, assessment centers, performance appraisal and evaluation, career ladders, and coaching. Management development programs have traditionally focused on the development of a particular manager for a senior level position or on staff replacement requirements. This limited the "development" opportunities to a relatively small portion of the workforce (ABI 80010211) and, along with manpower forecasting, determined the right number of people at the right place in time and placed those already properly prepared in leadership roles. Today, the role of management development programs is to insure the successful execution of future planning requirements with a special concern for the preparation of managerial, professional, and technical personnel.

> Since management development involves the careers of individuals, organizational career management must work out and blend individual needs and dreams with the anticipated needs and demands of the organization. Correspondingly, the fulfillment of business planning is necessarily contingent upon appropriately developed managerial talent. This talent must exhibit the technical and administrative abilities plus personnel leadership to achieve business plans, renewal, and future growth.
>
> (Burack & Mathys, 1979, p. 217)

People born during the post-war baby boom are reaching middle age during the 1980's, and a bottleneck is expected in middle-management positions. The supply of personnel will be larger than the demand due to demographics, economics, increased longevity, and longer working lives. Therefore, management development programs should be more open and adaptable and allow for lateral job movement within the organization (ABI 79019629). Those responsible for management development programs should define the personal attributes and qualities needed in each position (ABI 77012891), plan ahead for the appropriate use of key talent (ABI 77008177), organize managerial jobs into a meaningful structure or career plan matrix (ABI 80021690), and establish a model of training and development that incorporates career pathing with organizational needs (ABI 81004011). The methods employed by management development programs often consist of formal programs conducted by groups independent of the organization and lasting anywhere from a half day to 10-16 weeks (ED 037 624, MC 158096). Some research is critical of university-sponsored executive development programs that seem designed more for the convenience of the educational institution than for the manager (EJ 076 961). "In-basket" exercises, case study, simulation, role play, discussion groups, closed circuit television, on-the-job training experiences, lectures, and programmed instructional materials are examples of the training techniques used by management development programs (Burack & Mathys, 1979).

What individuals do in their work has an important impact on their sense of well being and accomplishment, interest in the organization, job-related satisfaction, and performance. Many of the current job enrichment approaches are based on studies by Abraham Maslow (1971) that identified the

concept of individual needs within a hierarchy and on those by Frederick Herzberg (1959) that divided up personal needs and work-related factors into two distinct types, maintenance and motivating. Maintenance factors are those that surround the job and are associated with Maslow's lower order needs, e.g., supervision, job security, organizational policy, employee relations, and financial rewards. Remedies for problems in these areas tend to be short-term in their effects and need regular appraisal; otherwise, job dissatisfaction occurs. Motivating factors deal with individual performance and higher levels of need, e.g., personal growth, recognition, autonomy, sense of participation, responsibility, achievement, advancement, and financial rewards. (Financial rewards have been shown to possess elements that meet both basic and higher needs.) Although important, maintenance factors have come to be taken for granted by employees who then shift their attention to personal development and growth needs and the ability of a job to satisfy them (Burack & Mathys, 1980). Jobs can be "enriched" in the sense that more behaviorally attractive features can be built in to satisfy needs, but the enrichment must take into account specific situations, personnel, work methods, and economic feasibility (MC 160184). Job enrichment approaches include job analysis to assess behavioral characteristics of a job, job evaluation systems (MC 141158), or job redesign to increase employee involvement with all aspects of a job (ABI 80002488). These programs all require an identification and explanation of the key factors affecting job-related satisfaction, as well as an assessment of the probability that positive performance returns will result from job enrichment efforts.

Group assessment approaches based on the assessment center method date back to World War I. In organizations the assessment center has been used primarily for recruitment and selection and now has

expanded into the areas of managerial/supervisory selection and development (ABI 80012800). The assessment center method is a multiple appraisal technique that involves the use of trained assessors who observe and evaluate the performance of several participants across several skill categories; the setting is situational tests and exercises designed to simulate the essential components of a particular job and to elicit the managerial skills that have been identified as critical to successful performance (Gilbert & Jaffee, 1982). The data generated by this method provide a body of highly accurate information regarding an individual's skill potential that can be used for selection, identification, and diagnosis. The following is a chronological account of the steps taken in establishing an assessment center:

1. Identify organizational problem or area of need.
2. Define objective of assessment center.
3. Secure organizational commitment.
4. Conduct job analysis and review data.
5. Identify skills critical to successful job performance.
6. Identify situations and tasks that are characteristic of the job.
7. Develop the simulation exercises.
8. Develop administrative materials and establish operating procedures.
9. Select and train assessors.
10. Determine employees to be assessed.
11. Conduct the assessment center; write exercise reports and have the team meet to derive final ratings and write final reports for each participant.
12. Initiate developmental activities based upon data generated at the center.

(Gilbert & Jaffee, 1982, p. 112)

The versatility and proven effectiveness of the assessment center enable those responsible for career management to project career plans within the organization more accurately and to assess the extent of managerial talent that will be available in the future.

Feedback about the effect of an employee's work performance on others and on the goals of the organization is given through performance appraisals (ABI 80016137, ABI 79004949). The appraisal should focus on the interaction between personality, task, and situation and result in an assessment of performance and individual growth, as well as offer constructive solutions to problems and yield data for making decisions about promotions (ABI 80008466). Those in the appraiser role need training in interpersonal communication skills before conducting performance appraisals (ABI 80013884).

The career ladder represents the ways by which employees move between jobs, departments, divisions, and the like. Three basic models exist to construct career ladders: (1) the "traditional" model based on promotion paths; (2) the "career ladder" model based on job clusters, job-related skills, and job performance, behaviors, or accomplishments; and (3) the "lattice" or "network" model based on an elaborate identification of lateral and diagonal linkages. The career ladder model chosen by an organization depends on size, time, and cost considerations. All three models, however, share a common core of activities that include establishing equal opportunity policy, requiring job analysis, identifying job families, indicating job sequences or movement, establishing communication, and providing a link to manpower planning (MC 158599). The career ladder can help to audit for conformity and change by reflecting how things are supposed to work within an organization (ED 109 341, ABI 81004011, ABI 78005640, MC 162515, MC 155873, MC 135933, MC 132224, MC 132222, MC 132221, MC 119642).

Coaching refers to the interaction between a manager and his/her subordinates to increase their commitment to achieving organizational goals and their own personal objectives (ABI 81016798, MC 141157). Managers may require training in interpersonal communication skills so that they can be sensitive to subordinates' growth needs and help them set meaningful self-development goals that can be followed up on a periodic basis (Burack & Mathys, 1980).

In summary, the various programs and activities that contribute to the career management component of the career development system permit the organization to offer a framework in which individual career needs can be satisfied through institutionally based strategies that concurrently meet the needs of the organization.

Special Populations

As interest in and concern for human resources have grown in organizations, so have the programs and activities that are designed to meet the career development needs of special populations, e.g., women, minorities, the handicapped, midcareer changers, preretirees, and those facing outplacement or obsolescence.

Women. The combination of legislation, the women's movement, and the entry/reentry of large numbers of educated women into the labor force led to the establishment of affirmative action and equal employment opportunity policies by the 1970's that were intended to place women (and minorities) in parts of the organization traditionally closed to them. Hiring and recruitment procedures were revamped (EJ 095 885, MC 150199), and myths and stereotypes about the competence of women in the

workplace were challenged (MC 148368, MC 146437). Management now had to consider women in the areas of job descriptions and responsibilities, nontraditional positions, career pathing and ladders, and performance standards (ED 114 590, ABI 76002030, ABI 73001780). The corporate programs that have recently emerged focus on "the woman as an individual" and provide training for entry into male-dominated areas (MC 165426), career self-management methods (MC 112628), general career pathing strategies (MC 157817, MC 152001), and educational and skill acquisition for the non-degreed (ED 119 022). Career development programs for women consist of assessment, advising, and career pathing workshops that use small group discussions, lectures, feedback, and follow-up methods to help participants identify career goals (ABI 81004051). Management development programs for women are oriented toward the acquisition of supervisory skills that enable them to make tough, fast decisions, give orders and delegate responsibility, take necessary risks, and discipline subordinates (ABI 80009192).

Despite these efforts the proportion of women whose education, career history, and compensation level bear similarity to those of men in the workplace is still very small (ED 176 152). Research on the occupational behavior of women identifies several factors that inhibit achievement behavior in women, e.g., sex role stereotypes, societal attitudes about competency in women, fear of failure, low self-esteem, role conflicts, and perceived consequences of achievement (O'Leary, 1974; ABI 79000641). Many studies comparing male and female executives, however, find no sex differences in satisfaction/dissatisfaction with demanding/undemanding jobs (MC 192591), in performance of duties and perception of career direction (MC 161254), or in the possession of qualities such as competitiveness, assertiveness, and competence (MC 121701).

Kanter (1977) argues that the problem lies within the affirmative action/equal opportunity programs themselves; i.e., that they are based on individual-level models of change and behavior that inevitably lead to the conclusion that "women are different." The effect is to reinforce the present structure of organizations and the low positions of women within them. Programs based on these models lead women to believe that the problem is in their own psychology, reinforce stereotypes about women's need for compensatory training, ignore the range of differences among women and the great overlap between men and women in their work behavior and attitudes, blame men as individuals for discrimination, and absolve the organization of responsibility for molding the psychology of its employees. Kanter (1977) goes on to suggest that structural change within the organizational hierarchy, job redefinition and redesign, and greater flexibility of opportunity through career management strategies (such as those described in this section) are appropriate methods. The anticipated outcome is to provide opportunities that balance numerical inequities and that empower and enhance the work lives of all employees in an organization.

The dual career family, in which both the husband and wife pursue professional careers, is also related to the issue of women's careers. The rewards and conflicts of dual career families, and the factors that make them viable--e.g., mutual commitment, high energy levels, flexibility, and coping mechanisms--are often the subject of case study research (MC 192591). One of the main findings is that much of the coping is done by the couples themselves, rather than by the organizations for which they work (MC 165703). Those who live in different cities to pursue careers can encounter additional

marital and childrearing problems (MC 140361). Organizations need to offer more assistance to dual career couples through revised policies, assistance in career management, supervisory training, intercompany cooperation, and flexible work environments (MC 143221).

Minorities. "This is, perhaps, one of the least studied areas in career literature" (MC 192591, p. 223). Much of what has (or has not) happened for minority groups parallels what has happened for women in terms of affirmative action/equal opportunity programs. The racial biases present in the larger society are also present in the organization (MC 114594). Mobility and career development continue to be areas that demand attention from the top-level management component of the organizational structure (ED 111 916, MC 112001).

Handicapped. As with minorities, little research or programs are directed to the handicapped. Affirmative action/equal opportunity programs have not fully mainstreamed handicapped persons into the career ladders of the organization. A project that brought potential employers, college personnel, and disabled persons together over a three-year period for the purpose of increasing employment opportunities for the handicapped concluded that organizations should: (1) maintain current information about the legal aspects of hiring handicapped persons; (2) share strategic or increasing employment of the handicapped; (3) include ways and means to enhance employment opportunities in collective bargaining agreements with labor unions; (4) help those hired to advance on career paths at the same rate as non-handicapped peers; (5) be aware of the unfair burdens that follow from the myth that the handicapped are more highly motivated, perform better, and are more loyal; and (6) work with educational institutions to insure the relevance and "fit" of skills preparation (ED 179 704).

Mid-Career Changers. Behavioral science awareness of mid-life crisis began with the work of Carl Jung and has since been looked at in terms of individuals' behavior within the organization (MC 121797). A precise time or chronological age for "mid-career" is difficult to define because mid-career changes may occur after the individual attains his/her maximum level (or becomes aware of what that level will be). Changes occur in the early 30's in some early-peaking occupations, such as R & D (research and development), and later during the 40's and 50's in other occupations, such as priests. Thus the definition of "mid-career" varies with the general progression of positions within an occupation as well as with the chronological age of the individual (MC 192591). Hall (1976) has identified physiological, attitudinal, occupational, and family factors that tend to occur in mid-life; these include an awareness of advancing age and death, actual physical aging, the number of career goals attained, a search for new life goals or reaffirmation of present goals, changes in family and work relationships, a growing sense of obsolescence, and decreased job mobility. Other factors such as stress and satisfaction/frustration level (MC 161954, MC 160173, MC 158608, MC 156345, MC 100776) can also affect the individual. Many persons are reaching a career plateau more frequently and at an earlier age because managerial expectations of rapid advancement are difficult to meet. In addition, the pyramid-look of most organizational structures, with little room at the top, deter the individual from believing that a place "up there" exists for him/her (ABI 80020604).

Burnout is an affliction that strikes individuals in self-imposed, high-intensity situations. Although once viewed as a result of overwork, it appears to be a necessary transition time for some

employees. During this time life forces are diverted from the normal range of problem-solving and life-sustaining functions while the individual develops a new life support system. Burnout often occurs in mid-career/mid-life when individuals begin to deal with the unrealistic expectations that they and others have placed on them. Organizations can respond to this phenomenon by creating a climate that raises the level of self-worth and morale and by establishing counseling programs that give employees the opportunity to deal with this issue and work through the problems (ABI 80016041).

Turnover is costly to an organization in terms of recruitment, training, and the negative influence on morale. Many individuals experiencing mid-career crises, however, opt for positions in other companies because the organization is unresponsive to their needs. Organizations can be responsive through job redesign and enrichment and through provision of positions of real responsibility to new workers early in their careers (ABI 80009393, ABI 80004863).

The threat of obsolescence is an important aspect of mid-career change. Obsolescence is the degree to which technical or managerial professionals lack up-to-date knowledge or skills necessary to maintain effective performance in current or future work roles (MC 192591). Those who are flexible and possess high intellectual ability and self-motivation are less likely to become obsolete. Employees can respond to this threat through continued training, lateral career moves involving changes in title and/or function, downward moves to free themselves from time-consuming positions to develop outside interests, exploration of other fields, staying put and developing existing opportunities, or leaving the organization altogether. Organizations can provide challenging initial jobs, periodic job changes,

and work climates that contain participative leadership, matrix structures, communications, and rewards for performance (ED 019 563, ABI 80005286, MC 158623).

Counseling programs that take into consideration the client's work setting, position, talents, skills, interests, and educational/employment experiences are critical for mid-career changers. Through an examination of personal resources, environmental and job-related concerns, life goals, employment opportunities, and previous accomplishments clients can identify their skills and attributes. The mid-career changer can be made aware that he/she is in charge of his/her future through a program oriented to self-exploration, identification of career alternatives, and decision-making (ED 172 032, ABI 78007142, MC 149953).

Outplaced Employees. The current economic recession has led to the relatively recent phenomenon of outplacement; i.e., a group of employees is let go or fired as a result of job cutbacks. With the increasing number of plant closings and the dismissal of many employees, outplacement counseling is gaining a legitimate place within the organization. Many organizations now offer workshops that are designed to bring employees to the point of being able to look constructively for a job with confidence and good job search techniques. The components of a workshop provide a clear explanation of reasons for the cutbacks, appropriate lead time for a job search, counseling for personal and professional concerns, severance packages, an in-house relocation facility, and group sessions for support and information (MC 169364, MC 165959).

Preretirees. A major task of later life is the adjustment to retirement from gainful employment. The degree to which the adjustment is successful plays a major role in determining the extent of life

satisfaction after the individual leaves his/her career path and the organizational structure. Organizations are beginning to recognize their responsibilities for providing formal preretirement planning programs to help employees deal with their concerns about finances, health, housing, social and personal life, and use of time. Through these programs employees become aware not only of pension plans and benefits but also engage in realistic planning for their post-work years. Preretirement planning programs tend to follow three general approaches: (1) small group discussion that focuses on interpersonal, social, and psychological aspects of retirement; (2) self-instructional strategies that use audiovisual and/or print materials; and (3) lectures with guest speakers, films, and group discussions. The intent of such programs is to encourage employees to plan ahead and ease their transition from work to retirement which can be a time of continued personal growth and satisfaction (ABI 80021694, MC 141632).

In summary, the various programs and activities that meet the career needs of special groups are an essential part of a total career development system that contribute to the fulfillment of individual needs and organizational goals.

Implications for Counselors

This literature review indicates that a significant body of material on the subject of career pathing and career management in organizations already exists. Counselors should be aware that a wide range of programs and research addressed to the needs of employees and organizations is already

available to them, and they should review these prior to initiating o. designing programs in their own settings. Although no program can or should be adopted as is, many programs can be adapted by the counselor for his/her own use. In short, there is no need to re-invent the wheel!

Counselors should take responsibility for meeting the training and counseling needs of individuals at various points of their career stages by helping them to define clear, practical goals through a process that: (1) offers psychological support (MC 142170); (2) identifies personal and organizational factors associated with job satisfaction (MC 132443); (3) gives opportunities for self-exploration of individual needs and motivation levels vis-a-vis organizational goals; (4) provides occupational information; (5) assists with goal selection and the evaluation of available options (ABI 80010054, MC 141809); and (6) helps the employee formulate a personal action plan (MC 141808, MC 141155). Counselors should offer career planning workshops or courses that focus on the self-management of careers and include information and activities about career planning, organizational career ladders, individual needs and current job assessments, goal setting, and planning and/or problem-solving (Dyer, 1976; Morgan, 1980; Walker & Gutteridge, 1979; ABI 80012800, ABI 80006379, ABI 78005638, MC 178411, MC 153026). Follow-up and evaluation of such workshops and courses are also necessary to obtain a sense of program effectiveness and to make plans for program revisions (Morgan, 1980). The integration of the career development system into the manpower planning component of the organization is critical to balancing the needs of the individual with the needs of the organization (ABI 81011738, ABI 79016868, ABI 79008886, ABI 79000640, ABI 79000639, MC 141154, MC 141153). To further this integrative effort,

counselors should use counseling as a supportive intervention in the career growth cycles of special populations and help the organization deal with affirmative action/equal opportunity issues (ABI 76007033). Counselors should train supervisors and managers in career planning strategies and performance appraisal methods so that they can offer assistance and guidance to their subordinates (ABI 81008232, MC 190383). In addition, counselors should conduct research on the impact of individual and organizational conditions that affect the total career development system (MC 192591). Finally, counselors should recognize that by taking an active part in the design and implementation of the career development system, they can make a major contribution to the human resources development process.

Future Directions

The "state of the art" in career pathing and career management indicates that career programs in organizations are not new and that both large and small organizations can implement effective career programs. The responsibility for career development is shared among the employee, the supervisor, and the organization. Unrealistic expectations on the part of the employees and a tendency to view program objectives solely in terms of the organization are potential problem areas that require careful monitoring. Few efforts to evaluate the effectiveness of career programs have been made. Counselors thus have an opportunity to determine the factors that make positive (and negative) contributions to the career development needs of individuals and the organization (Morgan, 1980).

In future, the task of those responsible for the career development system will be to balance the individual's need for freedom and growth with the organization's needs for productivity and results (ABI 80008711). Career development systems will need to increase their flexibility, train supervisors as career development agents, provide realistic career opportunity information, and provide individualized programs to meet both individual and organizational needs at various career stages (Morgan, 1980; ABI 80008711, ABI 79016872, MC 160212, MC 146051). The successful organization will sustain a well-organized and well-administered career development system that incorporates career pathing and career management activities and that places joint responsibility for initiative in implementation on management and individual employees. The benefits of this effort will result in improved use of human resources, improved performance, decreased turnover, and greater success in achieving affirmative action/equal opportunity goals. With strong endorsement and continued support from top-level management, a comprehensive, integrated career development system can contribute substantially to the long-range success of an organization.

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73

80

SEARCH I

(EJ Numbers)

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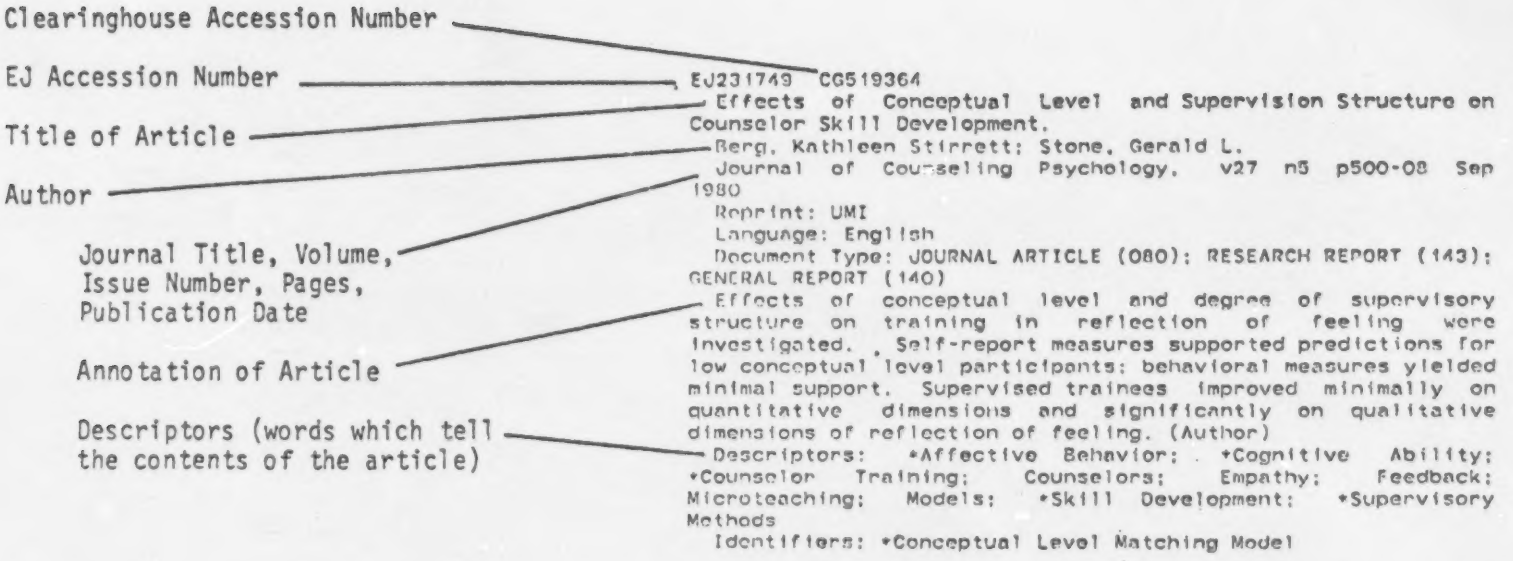
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Annotation of Article
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EJ231749 CG519364
Effects of Conceptual Level and Supervision Structure on Counselor Skill Development.
Berg, Kathleen Stirrett; Stone, Gerald L.
Journal of Counseling Psychology, v27 n5 p500-08 Sep 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143); GENERAL REPORT (140)
Effects of conceptual level and degree of supervisory structure on training in reflection of feeling were investigated. Self-report measures supported predictions for low conceptual level participants; behavioral measures yielded minimal support. Supervised trainees improved minimally on quantitative dimensions and significantly on qualitative dimensions of reflection of feeling. (Author)
Descriptors: *Affective Behavior; *Cognitive Ability; *Counselor Training; Counselors; Empathy; Feedback; Microteaching; Models; *Skill Development; *Supervisory Methods
Identifiers: *Conceptual Level Matching Model

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EJ238182 CE510611
Career Resource Centers In Business and Industry.
Moir, Elizabeth
Training and Development Journal, v35 n2 p54-57 Feb 1981
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); POSITION PAPER (120)
Discusses career centers as a relatively inexpensive way for management to affirm its interest in maintaining dynamic employees. Describes the Career Resource Center at the University of California's Lawrence Livermore National Laboratory, its organization and services. (JOW)
Descriptors: *Business; *Career Development; *Career Planning; *Industry
Identifiers: *Career Information Centers; Lawrence Livermore National Laboratory CA

EJ223422 CG518603
Today's Graduates...Tomorrow's Leaders?
Bray, Douglas G.; Howard, Ann
Journal of College Placement, v40 n4 p31-35 Sum 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)
A longitudinal study of American Telephone and Telegraph management trainees showed that college graduates showed a lack of drive for leadership compared with college graduates of the 1950s. New recruits and successful managers both ranked self-respect and family security highly. (JAC)
Descriptors: *Administrator Characteristics; Administrator Qualifications; *Administrators; *Career Ladders; *Leadership; Longitudinal Studies; Management Development; *Motivation; Organizations (Groups); Professional Recognition
Identifiers: *American Telephone and Telegraph Company

EJ223187 CG518368
A Career Counselor in Industry.
Lipsett, Laurence
Vocational Guidance Quarterly, v28 n3 p269-72 Mar 1980
Reprint: UMI
Language: English
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143)
Investigated the career counseling needs of employees at an industrial plant. Employee concerns included career change, educational counseling for job advancement, promotions, and environmental adjustment. Tests and career path charts prove useful. Suggestions for other materials are given. (JAC)
Descriptors: *Adult Counseling; Career Counseling; *Career Guidance; *Counseling Techniques; Counselors; *Education Work Relationship; Employees; Employer Employee Relationship; *Industry

83

EJ214610 HE512164
Business Ownership: A New Career Option for Women.
McNamara, Patricia P.
New Directions for Education, Work and Careers, (No. 8, Enhancing Women's Career Development) p71-82 1979
Reprint: UMI
Language: ENGLISH
Document Type: JOURNAL ARTICLE (080); RESEARCH REPORT (143); PROJECT DESCRIPTION (141)
The status and barriers faced by women business owners is examined, and ways in which higher education institutions can assist women to overcome these obstacles are suggested. The Women Entrepreneurs (WE) Project is described, and a survey of women-owned businesses in California is discussed. (Author/MLW)
Descriptors: *Business; Business Skills; Capital; *Career Choice; Career Planning; *Employed Women; *Employment Opportunities; *Females; Higher Education; Networks; Program Descriptions; Role Models; *Sex Discrimination; Surveys
Identifiers: *Entrepreneurs; Self Employment; Women Entrepreneurs Project

EJ192712 HE510714
Education at AT&T.
Luxenberg, Stan
Change, v10 n11 p26-35 Dec-Jan 197 1978
Reprint: UMI
Language: ENGLISH
Educational and training functions carried out by AT&T valued at $700 million a year, are described. It is suggested that, at a time when students are clamoring for marketable degrees, academics might learn what corporations are seeking from the colleges and how they are preparing their own work force. (LBH)
Descriptors: *Career Development; *Career Planning; *Education Work Relationship; Higher Education; *Industry; *Inservice Education; Labor Market; *Professional Continuing Education; School Business Relationship; Staff Development
Identifiers: *American Telephone and Telegraph Company

84

EJ095885 CG507114
Move Over, Jack--Here Comes Jill
Rosenthal, Glenn
Journal of College Placement, 34, 3, 58-62 Spr 1974
Language: ENGLISH
Employment trends in the hiring of women in business and industry are discussed. A comparison between employer demand for trained women and their supply is made. (Author/EAK)
Descriptors: Business; *Business Education; Career Ladders; Civil Rights Legislation; College Students; *Employment Patterns; *Females; Industry; *Labor Market; *Managerial Occupations

EJ076961 AC502442
Six Failings of University-Sponsored Executive Development Programs
McQuillen, Charles D.
Training in Business and Industry, 10, 4, 64-7,70 May 1973
Language: ENGLISH
Criticizes the university-sponsored executive development programs as being designed more for the convenience of the institution than for the needs of the business man. (DS)
Descriptors: Business; *Career Ladders; *Internship Programs; *Management Development; Training; Training Objectives; *Universities

EJ019660 AC500570
Developing Life Plans: A New Concept and Design for Training and Development
Lippitt, Gordon L.
Training Develop J, 24, 5, 2-7 1970 May.1970
Language: ENGLISH
A new concept of the training and development responsibilities of organizations is proposed. A fundamental way to be of service to people in organizations is to help them examine their life goals and plans as a means of achieving their own potential. (EB)
Descriptors: *Adult Counseling; *Career Planning; *Individual Development; Management Development; Objectives; *Organization= (Groups); *Self Evaluation

EJ010328 AC500336
The Eight-Year Career Development Plan
Mardon, J.; Hopkins, R. M.
Training Develop J, 23, 11, 10-15 1969 Nov.1969
Language: ENGLISH
Descriptors: *Career Planning; *Individual Development; *Industry

SEARCH I
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ED202495 JC810216
Community College Vocational Education 1980's: Crucial Variables and Faculty Growth.
Landis, Jeanne T.
25 Mar 1981 21p.; Paper prepared for the Annual Community College Research Conference (Monterey, CA, March 25-27, 1981).
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: POSITION PAPER (120); PROJECT DESCRIPTION (141); CONFERENCE PAPER (150)
Geographic Source: U.S.; California
Journal Announcement: RIEOCT81

After examining societal factors that shape the role of vocational education, this paper presents instructional delivery and faculty development models designed to meet the vocational education needs of contemporary society. The report first identifies, as part of a model for educational viability, three forces affecting vocational programming: society's demands for a trained workforce, the individual's demands for fulfilling employment and upward mobility, and the subject matter taught in response to the demands of both. The interaction of these forces is then examined in an historical review of the development of vocationalism in American higher education. A discussion follows of forces currently affecting vocational education, including increasing fiscal conservatism and the diversity of students and their needs and demands. The paper then presents four models for increasing educational effectiveness: (1) a student achievement model, which depicts student success as a function of his/her ability to define and work toward personal goals; (2) a model for individualized instruction, which gears the instructional and adjunct operations of a college toward meeting the learning objectives of students; (3) a counseling model designed to increase retention by helping the student to set and achieve realistic goals; and (4) a faculty growth model, which provides incentives and support. Diagrams illustrate the models. (JP)

Descriptors: *Academic Achievement; Access to Education; College Faculty; *Educational Counseling; Educational History; Educational Trends; *Faculty Development; *Individualized Instruction; Models; Social Stratification; Socioeconomic Influences; Student Educational Objectives; Two Year Colleges; Two Year College Students; *Vocational Education

* Price through ERIC Document Reproduction Service. Order by ED#. See order information on back page. MF--microfiche; PC--paper copy. Other sources are listed when not available from EDRS.

ED203000 CE028787
Summary Report of Study of Word Processing Installations in Selected Business Organizations. A Summary of a Report on the National Word Processing Research Study of Delta Pi Epsilon.
Scriven, Jolene D.; And Others
Delta Pi Epsilon, St. Peter, Minn.
1981 48p.
Report No.: ISBN-0-9603064-1-2
Available from: Delta Pi Epsilon, Gustavuus Adolphus College, St. Peter, MN 56082 (Write for price).
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: English
Document Type: RESEARCH REPORT (143)
Geographic Source: U.S.; Minnesota
Journal Announcement: RIENOV81
A study sought to determine current practices in word processing installations located in selected organizations throughout the United States. A related problem was to ascertain anticipated future developments in word processing to provide information for educational institutions preparing workers for the business office. Six interview instruments were constructed to solicit word processing information from six different practitioner groups: word processing supervisors/managers, word processing operators/correspondence secretaries, administrative support supervisors/managers, administrative support secretaries, principals/originators, and top/middle management decision makers. A questionnaire was also submitted to a group of industry experts (consultants, editors, vendors) for their write-in responses about the future. Information requested of practitioners included educational background, general job responsibilities and duties, time spent on responsibilities, training, training needs, career path, initial and inservice training, and major weaknesses of workers. (Summaries of findings and discussions for each group studied are found in chapter 2.) Industry experts agree that in the next five to ten years (1) employment opportunities will continue to grow, (2) there will be greater interaction between word and data processing, and (3) a stronger emphasis will be placed on effectiveness rather than efficiency. (YLB)
Descriptors: Business; Business Education; Careers; *Educational Background; *Employment Opportunities; *Employment Projections; Futures (of Society); Inservice Education; Interviews; Job Analysis; Job Training; National Surveys; *Occupational Information; *Office Occupations; Office Occupations Education; Questionnaires; Research
Identifiers: *Word Processing

ED193997 HE013209
Perspectives on Leadership. Current Issues in Higher Education No. 1, 1979.
American Association for Higher Education, Washington, D.C.
1979 26p.; Papers presented at the Annual Meeting of the American Association for Higher Education (Washington, DC, March 1979).
Available from: American Association for Higher Education, One Dupont Circle, Suite 780, Washington, DC 20036 ($2.00)
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: English
Document Type: POSITION PAPER (120); CONFERENCE PROCEEDINGS (021)
Geographic Source: U.S.; District of Columbia
Journal Announcement: RIEMAR81
Perspectives on leadership, the workplace, and changing values are presented in three papers. In "Changing the Shape of Work: Reform in Academe," Rosabeth Moss Kanter discusses the structure of academic career paths and ways to improve the quality of worklife for individuals employed in academe, applying theories she developed in her study on work in the corporate world. In "Changing Values: Implications for Major Social Institutions," Morton Darrow describes the challenges that changing values pose to all major institutions and would-be leaders. It is suggested that new leaders must be negotiators and integrators of diverse phenomena, understanding patterns of events and able to take charge in situations where their control may be limited. In "Leadership Needs of the 1980s," Michael Maccoby suggests that economic and social transformations demand a new leadership style. Personality and styles of leaders during different historic periods are sketched, covering the craftsman, the empire builder, the gamesman, and others. According to Maccoby, leaders should be able to analyze and reconstruct their organizations on the basis of social and economic realities, and with a real understanding of changing "national character." (SW)
Descriptors: Administrator Qualifications; Administrator Responsibility; Business; *College Administration; *Employment Opportunities; Government Role; Higher Education; Job Satisfaction; *Leadership Qualities; Leadership Styles; *Occupational Mobility; Organizational Climate; Power Structure; Promotion (Occupational); Social Change; Social History; *Social Values; *Work Attitudes; Work Environment

ED191416 HE013110
Linking the Worker to Postsecondary Education: A Manual for Training Study Organizers in America.
Schmelter, Harvey B.
College Entrance Examination Board, New York, N.Y. Future Directions for a Learning Society.
1980 110p.
Sponsoring Agency: EXXON Education Foundation, New York, N.Y.; Office of Career Education (DHEW/OE), Washington, D.C.
Available from: College Board Publication Orders, Box 2815, Princeton, NJ 08541 ($9.75)
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: English
Document Type: NON-CLASSROOM MATERIAL (055)
Geographic Source: U.S.; New York
Journal Announcement: RIEJAN81
A manual outlining a training program for study organizers who are either advising workers already pursuing further education or seeking to reach those workers not yet aware of career and educational opportunities is presented. The guide is designed to aid institutions looking for new ways to involve their workers in educational opportunities and to meet the lifelong learning needs of the work force. Worker refers to industrial workers, building-trades workers, and service and professional workers. Study organizers provide outreach services and meet with workers to inform them about available career and educational programs, help them complete admissions and tuition refund applications, and assist them in solving personal, family, work, or financial problems relating to their career and educational plans. Information is presented on selecting the trainer and support workers, selecting the study organizers, and setting up a training program. Eleven training objectives are detailed in terms of learner outcomes, number of sessions, teaching methods, activities, suggestions for the trainer, and references. The curriculum guide should be reviewed by the trainer and the labor education advisory committee and adapted to meet local conditions. (SW)
Descriptors: Access to Education; Adult Education; *Adult Students; Career Planning; Curriculum Guides; Delivery Systems; *Educational Counseling; Educational Objectives; Educational Opportunities; *Education Work Relationship; Employer Employee Relationship; Employment Opportunities; Higher Education; Industry; Leadership Training; *Lifelong Learning; *Professional Continuing Education; *School Business Relationship; Student Needs; Teaching Methods; Training Objectives

ED179704 CE022574
College and Industry: Partners in the Handicapped Role (Cipher III).
Katz, David; And Others
City Univ. of New York, N.Y. Center for Advanced Study in Education.
Aug 1978 111p.; For related documents see ED 132 809 and ED 152 381
Sponsoring Agency: New York State Education Dept., Albany.
Report No.: CASE-21-78
Grant No.: VEA-78-3A-179
EDRS Price - MF01/PC05 Plus Postage.
Language: English
Document Type: PROJECT DESCRIPTION (141); SERIAL (022)
Geographic Source: U.S.; New York
Journal Announcement: RIEMAY80
A project was designed and instituted to furnish a structure that would bring together three groups--potential employers, college personnel, and disabled people--to increase employment opportunities for the handicapped. During the third and final project year, representatives of all three groups met in workshops to discuss issues and concerns. Among the conclusions drawn are these: (1) companies need current, reliable information about legal aspects of hiring disabled people; (2) businesses may profit from sharing effective strategies that increase employment of the disabled; (3) businesses and labor unions need to include in collective bargaining agreements ways and means to enhance employment opportunities by recruitment and job restructuring; (4) once hired, disabled persons need help to advance on career paths at the same rate as their able-bodied peers; (5) the myth that the disabled are more highly motivated, perform better, and are more loyal than the able-bodied places an unfair burden on them; and (6) colleges and businesses should cooperate to ensure the relevance and "fit" of skills preparation. Based on all the input and discussion, it is recommended that two clearinghouses be set up--one to aid the disabled in job placement, the other to furnish information about the handicapped to businesses and industry. There is, furthermore, a need to develop awareness programs for managers and supervisors, and to conduct follow-up studies of disabled college graduates. (CP)
Descriptors: Affirmative Action; Business; Career Choice; Clearinghouses; *Disabilities; Disadvantaged; Education Work Relationship; Employers; *Employment Opportunities; Employment Practices; Equal Opportunities (Jobs); *Job Placement; *School Business Relationship; Unions

ED176152 CG013753
Profile of a Woman Officer; Findings of a Study of Executives in America's 1300 Largest Companies.
1978 11p.
Available from: Heidrich and Struggles, Inc., 245 Park Avenue, New York, New York 10017
EDRS Price - MF01/PC01 Plus Postage.
Language: English
Document Type: REVIEW LITERATURE (070)
Geographic Source: U.S.
Journal Announcement: RIEFEB80
The typical woman officer from the nation's largest industrial, banking, retail and utility companies is married, at least 50 years of age, has had some college, was born into

a family of low or lower middle class income, and has a work salary of less than $30,000. While the number of women officers in leading business organizations is small, the total has been growing impressively. The majority of the survey participants remain long-service employees who have been promoted from clerical ranks into officer roles. The proportion of women officers whose education, career history, and compensation level bears similarity to senior level males in the work place is, however, still very small. (Author/PJC)

Descriptors: *Assertiveness; Career Ladders; Educational Background; *Females; Feminism; *Industry; *Job Satisfaction; *Management Development; Mothers; *Sex Discrimination; State of the Art Reviews

ED174856 CE022577

Affecting Work Attitudes, Work Habits, and Employability Skills of the Rural Vocational Learner. Final Report.

Hensley, James

Montgomery County Board of Education, Mount Sterling, Ky.

Jul 1979 66p.

Sponsoring Agency: Kentucky State Dept. of Education, Frankfort. Bureau of Vocational Education.

EDRS Price - MF01/PC03 Plus Postage.

Language: English

Document Type: RESEARCH REPORT (143)

Geographic Source: U.S.; Kentucky

Journal Announcement: RIEJAN80

Government: Local

Based on a survey of seventeen Kentucky industries which revealed common problems of the rural worker, this project attempted (1) to design and field test a vocational development program that will increase the knowledge base concerning the economics of industry in the rural vocational student and (2) to design and field test a curriculum component that will affect the employability skills, the work attitudes, and habits of the rural learner in an industrial setting. A research and control group each contained ten secondary students, ten high school dropouts enrolled in a Comprehensive Employment and Training Act (CETA) Industrial Training Project, and ten postsecondary students employed in industry. Two pretest and posttest instruments dealing with developing a vocational plan, work habits, the economics of industry, and fifteen work values areas were administered. The research group participated in classroom training on vocational planning, work habits, and the economics of industry. Posttest findings indicated that the factory workers increased in the areas of maturity, security, and supervisory relations. Among the CETA students improvements were made in all fifteen areas of creativity and economic return, and intellectual stimulations. (The locally developed survey instrument and pretest-posttest comparison charts are appended.) (LRA)

Descriptors: *Attitude Change; Behavior Change; Career Planning; Economics; Industry; *Job Skills; Postsecondary Education; Rural Dropouts; *Rural Education; Rural Population; Rural Youth; Secondary Education; *Training; Values; *Vocational Education; Vocational Maturity; *Work Attitudes

Identifiers: Employability Skills; Work Values Inventory

ED172032 CE022116

Career Change. A Handbook of Exemplary Programs in Business and Industrial Firms, Educational Institutions, Government Agencies, Professional Associations.

Ferrini, Paul; Parker, L. Allen

Technical Education Research Center, Cambridge, Mass.

Jun 1978 209p.; For related documents see CE 021 875 and CE 022 161-165 ; Parts may not reproduce clearly

Sponsoring Agency: Bureau of Occupational and Adult Education (DHEW/OE), Washington, D.C.

Bureau No.: 498AH60279

Grant No.: G007605051

EDRS Price - MF01/PC09 Plus Postage.

Language: English

Document Type: PROJECT DESCRIPTION (141); BOOK (010)

Geographic Source: U.S.; Massachusetts

Journal Announcement: RIENOV79

As a product of the Career Change Project by the Technical Education Research Centers, this book describes specific career change programs currently operated by a variety of organizations and includes other information relevant to career change. The book is divided into six major sections. The first section is an introduction which includes chapters on career change in perspective, a career change model and support services, and identification of career change programs. The second section of the book describes four career change programs in business and industry. Section 3 discusses three programs in educational institutions. Three programs for career change in government agencies are presented in section 4. The fifth section discusses two programs which are organized by professional associations. The final section of the book presents a short discussion of other career change programs throughout the United States and briefly describes two current career change research projects. (A more detailed description of the career change programs discussed in this book may be found in the project's case histories--see note.) (LRA)

Descriptors: Adult Counseling; *Adult Development; Adult Education; Adult Programs; Business; *Career Change; Career Choice; Career Education; *Career Guidance; Career Opportunities; Career Planning; Case Studies; Change Strategies; College Programs; Employed Women; Employment Opportunities; Employment Services; Government (Administrative Body); Industry; Job Placement; Job Search Methods; Occupational Information; Occupational Mobility; Professional Associations; Program Descriptions; *Public Agencies; *Retraining; *School Business Relationship; Training; Vocational Followup

ED153069 CE015814
Career Development in Industry. A Study of Selected Programs and Recommendations for Program Planning.
Cohen, Barbara S.
Educational Testing Service, Princeton, N.J.
Dec 1977 89p.
EDRS Price - MF01 Plus Postage. PC Not Available from EDRS.
Language: ENGLISH
Document Type: RESEARCH REPORT (143)
Journal Announcement: RIESEP78
A study was conducted to see what specific programs have been developed for employee career planning and development in order to help organizations interested in establishing career development programs learn what other organizations are doing, what types of programs are in effect and how they are managed. The study was based upon information derived from interviews, the literature, and questionnaires sent to twenty-seven corporations. Summaries of the information derived from the data collected is presented according to an alphabetical listing of the corporations, among them AT&T, General Electric, IBM, Lawrence Livermore Laboratory, 3M Corporation, Naval Weapons Center, and Union Carbide Corporation. It was concluded that (1) there are few organized and centralized career development programs in effect; (2) many companies are currently in the process of developing such programs; (3) there is much to be done if the goals of the organization and the individual are to be meshed and obtained; and (4) skills banks and job postings should be tied in with career development to develop skills needed by certain employees in terms of development for manpower requirements. Extensive recommendations are made on the basis of the study, and implications of coordinated human resources development programs are discussed. (Appendixes contain other programs of interest and the questionnaire used in the study.) (TA)
Descriptors: *Career Development; Career Guidance; *Career Planning; Human Resources; *Industry; Labor Relations; Labor Utilization; Management Systems; Organizational Development; Personnel Management; Program Descriptions; *Program Development

ED125024 CS501430
Speech Communication as Career Preparation.
McBath, James H.
1976 13p.; Paper presented at the Convention of the Communication Association of the Pacific (Kobe, Japan, June 1976)
EDRS Price - MF01/PC01 Plus Postage.
Language: ENGLISH
Document Type: CONFERENCE PAPER (150)
Journal Announcement: RIENOV76
This paper examines the uses that students can make of knowledge and skills in speech communication and brings together representative evidence concerning communicative abilities and employment and comment on the improvement in public understanding of the field. The unifying aim is to provide a rationale for speech communication as career preparation, and this is accomplished by reviewing several studies on the communication needs of business, industry, and health-related agencies. (RB)
Descriptors: Behavioral Science Research; *Business; *Career Choice; *Career Opportunities; Career Planning; *Communication Skills; *Health; Higher Education; *Industry; Literature Reviews; *Speech Communication

ED119022# CE006641
Consumer Guide New Job Opportunities for Women.
Lederer, Muriel; And Others
1975 275p.
Available from: Simon and Schuster, 630 Fifth Ave., New York, New York 10020 ($8.95)
Document Not Available from EDRS.
Language: ENGLISH
Document Type: BOOK (010)
Journal Announcement: RIEJUL76
Combining actual interviews with job information, the author explores current job opportunities for women without college degrees who are entering the job market for the first time, returning to work, or changing positions. The book supplies the reader with guidelines on locating job openings, obtaining inexpensive job training, and advancing up the career ladder. New unconventional jobs just opening up to women are explored as well as new fields that are emerging at the boundaries of already existing occupations. The author focuses attention on 49 careers in five major career areas: health care, business, armed forces, engineering and science, and public and personal service. Job descriptions include a narration of a real-life working woman's experiences on the job as well as training programs, working conditions, beginning salary ranges, and listings of sources of career information. A concluding section discusses training programs (junior/community colleges, private trade/technical/business schools, home study courses, apprenticeships, cooperative work-study programs, and industry training programs) and offers suggestions on seeking vocational counseling. (EA)
Descriptors: Blue Collar Occupations; Business; Career Counseling; Career Ladders; *Career Opportunities; Careers; *Employed Women; *Employment; Engineering; *Females; Health Occupations; Job Training; Military Service; *Occupational Information; Scientific Personnel; Service Occupations; White Collar Occupations

ED114590 CE005451
Nontraditional Occupations for Women of the Hemisphere: The U.S. Experience.
Employment Standards Administration (DOL), Washington, D.C. Women's Bureau.

9 Aug 1974 70p.; Report on the Conference for Women of the Hemisphere on Nontraditional Occupations and Career Opportunities--The United States Experience (Washington, D.C., August 9, 1974)

EDRS Price - MF01/PC03 Plus Postage.

Language: ENGLISH

Document Type: CONFERENCE PAPER (150)

Journal Announcement: RIEAPR76

Edited versions of speeches presented at the conference are presented in the document. Section 1, Women in the Fields of Government, Education, Trade Unions, Business and Industry, presents personal accounts of women in nontraditional occupations. Speakers include Betty Southard Murphy, Lucille Maurer, Barbara G. Kilberg, Ruth Weyand, Julia M. Walsh, and Eva S. Poling. Section 2, The Role of Government, Non-Government Organizations and Voluntary Associations in Promoting Nontraditional Training and Employment Opportunities for Women, highlights steps taken in the United States to promote employment opportunities for women. Speakers include Mary N. Hilton, Pearl Spindler, Sandra K. Carruthers, Dorothy B. Ferebee, Agnes M. Dill, and Mary Hallaren. Audience reaction in the form of questions to the speakers, a preface, biographical notes, and opening remarks by the Secretary and the Undersecretary of Labor are included. Major themes are outlined, and ways women can enter previously closed fields and how nontraditional occupations can be promoted are suggested. A list of conference participants and materials distributed to them are appended. (LH)

Descriptors: Career Choice; Career Opportunities; Career Planning; Change Strategies; Conference Reports; *Employed Women; *Employment Experience; *Employment Opportunities; Equal Opportunities (Jobs); Government Role; *Nontraditional Occupations; Organizations (Groups); *Sex Discrimination; Social Change; *Speeches

ED111916 UD015472

Male Occupational Mobility Between 1965 and 1970: Evidence from the 1970 Census. Discussion Papers No. 284-75.

Leigh, Duane E.

Wisconsin Univ., Madison. Inst. for Research on Poverty.

Aug 1975 27p.

Sponsoring Agency: Manpower Administration (DOL), Washington, D.C.

Report No.: IRP-DP-284-75

EDRS Price - MF01/PC02 Plus Postage.

Language: ENGLISH

Document Type: RESEARCH REPORT (143)

Journal Announcement: RIEJAN76

This study addresses questions such as (1) the extent to which formal training determines occupational mobility, (2) evidence of racial differences in the returns to formal training in terms of occupational advancement, (3) importance of structural factors representing labor market segmentation in determining occupational mobility, (4) the impact of employer shifts on occupational advancement, (5) existence by race of differential returns to mobility between firms. Results indicate a strong relationship between occupational advancement and formal vocational training for both racial groups. Structural factors represented by initial industry and region of residence are found to have little or no effect on advancement. A more important factor is considered to be the white-black difference in endowment of education. No evidence for a racial differential in the impacts of industry and geographical shifts on occupational mobility is found. No evidence to support the hypothesis that black turnover fails to result in upgrading because of their confinement to secondary sector jobs is indicated. (Author/AM)

Descriptors: Academic Achievement; Blacks; Career Change; Career Ladders; Census Figures; *Economic Research; Employment Opportunities; Geographic Location; Industry; *Males; *Occupational Mobility; Population Trends; Promotion (Occupational); *Racial Differences; *Racial Discrimination; Relocation; Vocational Education; Whites

ED109341 CE004120

Career Progression Systems for a Multi-Plant Manufacturing Corporation; Final Report.

Brecher, Charles

Information Science, Inc., Manhasset, N.Y. Humanic Designs Div.

Aug 1974 44p.

Sponsoring Agency: Manpower Administration (DOL), Washington, D.C. Office of Research and Development.

Report No.: DLMA-82-34-70-04-4

Available from: National Technical Information Service, Springfield, Virginia 22161 (No price given)

EDRS Price - MF01/PC02 Plus Postage.

Language: ENGLISH

Document Type: RESEARCH REPORT (143)

Journal Announcement: RIEDEC75

The report explores the obstacles to increased occupational mobility for workers at a multiplant manufacturing firm. Analysis of the job histories of workers at two plants found advancement opportunities to be limited and inequitable because narrow departmental units were used as the basis for defining eligibility for promotions. Through the use of task analysis a Career Progression System was designed to redefine the eligibility pools for promotional decisions in accord with common skill requirements. Efforts to implement the CPS were only partially successful due to collective bargaining agreement constraints coupled with the economic downturn. General conclusions were: (1) Collective bargaining agreements are a major instrument for structuring the internal labor markets of large unionized firms and interventions must be designed to confront this reality. (2) Employees in large industrial firms often lack adequate information about promotional opportunities outside their particular department.

(3) Implementation of Career Progression systems can be hampered by the employer's desire to utilize only those programmatic elements which affect productivity. (4) Government sponsored intervention should have well-defined objectives beside improved productivity and should avoid partial implementations which do not further these goals. (Author/BP)

Descriptors: Career Guidance; *Career Ladders; Collective Bargaining; Employment Opportunities; Employment Patterns; *Industrial Personnel; Industrial Training; Industry; Job Analysis; Labor Force Development; Labor Relations; Labor Utilization; Occupational Mobility; *Promotion (Occupational); *Skill Analysis; Unions

Identifiers: *Career Progression Systems; Michigan (Detroit); Ohio (Toledo)

ED102288 CE002788

A Career Planning Program. Technical Document No. 299.

Hamilton, R. A.

Naval Electronics Lab. Center, San Diego, Calif.

8 Jan 1974 49p.

Report No.: NELC-TD-299

EDRS Price - MF01/PC02 Plus Postage.

Language: ENGLISH

Document Type: RESEARCH REPORT (143)

Journal Announcement: RIEJUL75

Reporting on typical career planning activities, the paper offers an overview of the approaches of four organizations: a public utility in southern California, the Adult Career Guidance Service in San Diego, the Systems Group of TRW, Incorporated, Redondo Beach, California, and the Naval Electronics Laboratory Center (NELC). Elaborating on the career planning approach at NELC, recommendations are offered for: creating a full-time career planning position; establishing a career planning-motivation program; approaches to achieving program objectives and a table proposing a schedule for a proposed NELC Career planning-motivation workshop. Appended materials include: (1) career counseling forms used by a southern California public utility, (2) the vocational questionnaire used by San Diego adult career guidance service, (3) the agenda of TRW, Incorporated Systems group for a career achievement workshop, (4) a partly annotated list of basic occupational data sources, and (5) questionnaires for the proposed NELC Career planning motivation workshop. (MW)

Descriptors: Career Development; *Career Guidance; Career Ladders; *Career Planning; Guidance Personnel; *Guidance Programs; Industry; Management Development; Organizational Development; Program Design; Program Development; *Resource Materials; Workshops

Identifiers: *Career Centers

ED099581 CE002669

Career Anchors and Career Paths: A Panel Study of Management School Graduates. Technical Report No. 1.

Schein, Edgar H.

Massachusetts Inst. of Tech., Cambridge. Alfred P. Sloan School of Management.

May 1974 36p.

Sponsoring Agency: Office of Naval Research, Washington, D.C. Organizational Effectiveness Research Program.

EDRS Price - MF01/PC02 Plus Postage.

Language: ENGLISH

Document Type: RESEARCH REPORT (143)

Journal Announcement: RIEMAY75

The first of a series, this report describes a 10-year followup study of a sample of 44 graduates of the Sloan School of Management, analyzing the interaction of personal values and career events in the lives of managers in organizations. All 44 participants were located, interviewed, and given the same attitude surveys as in the early 1960's. This particular report deals with those results pertaining to the "career anchor" concept, a motivational/attitudinal/value syndrome which guides and constrains an individual's career and reflects both individual and societal influences. Five basic career anchors were defined from the point of view of participants in the study: (1) managerial competence, (2) technical/functional competence, (3) organizational security, (4) creativity, and (5) autonomy. Although formal titles or career paths may appear overtly similar, important differences may exist in the anchors of career occupants. Classification into career anchor groups was on the basis of reasons for career choice, reasons for job moves, and objectives in life. The concept of career anchor was found to be a viable categorization method. Implications for the concept of career anchors are the early identification of these syndromes and the creating of congruent career opportunities. (EA)

Descriptors: Administration; Career Development; Careers; Creativity; *Followup Studies; Interviews; Job Satisfaction; Management Development; *Managerial Occupations; *Motivation; Occupational Surveys; *Organizations (Groups); Performance; Self Actualization; Tables (Data); Technology; Values; *Work Attitudes

ED091533# CE001304

Move In and Move Up.

Butler, E. A.

1970 184p.

Available from: Macmillan Publishing Co., Inc., 866 Third Avenue, New York, New York 10022 ($5.95)

Document Not Available from EDRS.

Language: ENGLISH

Document Type: BOOK (010)

Journal Announcement: RIEOCT74

A man's work shapes him far more profoundly than any other single influence in his life. There are many ways in which a person can find himself in the wrong job, but time, thought, and action invested before accepting a position can help the job seeker avoid many of the common errors. The introductory letter and resume can make or break a career. Beyond that

point, success in the business world can depend on being able to anticipate change and move against the tide. Be aware that there are many career mistakes which can be made and business myths that can be destructive. The role of psychological testing in finding the right job is significant, but not necessarily absolute. Certain basic questions relating to a person's job should be asked periodically and the answers evaluated carefully. The desire to achieve can mean the difference between becoming an executive and existing forever in the middle ranks. The author, in discussing these concepts and illustrating them with numerous case examples, attempts to identify the kind of success necessary for personal satisfaction. (AG)

Descriptors: *Business; Career Change; *Career Counseling; Career Development; *Career Planning; Failure; Job Applicants; Job Satisfaction; Occupational Mobility; *Success; Vocational Adjustment; Work Experience

ED039454 AC006953
New Careers in Industry.
Paniagua, Lita
New York Univ., N.Y. New Careers Development Center.
Nov 1967 18p.
EDRS Price - MF01/PC01 Plus Postage.
Language: ENGLISH
Journal Announcement: RIEOCT70

This document briefly surveys innovative approaches to hiring and job training which are being used by a number of industrial firms. The author's premise is that there are as many jobs as there are unemployed, and therefore that the basic problem is undereducation of available manpower rather than a need for the creation of new jobs. Industry-sponsored training programs are planned for existing job needs; some government-sponsored programs have become dead ends because they were planned on the expectation of development of new types of jobs before the programs were completed, and the expectation was never realized. Reference is made to training programs run by Western Electric, Wellington Printing Industries, Dupont Company, Polaroid Corporation, Chase Manhattan Bank, Xerox Corporation, and others. (MF)

Descriptors: Adult Basic Education; Career Planning; *Industry; Labor Market; *Labor Needs; Mobility; Models; Promotion (Occupational); Social Problems; *Training Objectives; *Unemployment
Identifiers: *New Careers Programs

ED037624# AC006500
Organisational Necessities and Individual Needs.
Hacon, R. J., Ed.
1968 92p.; ATM Occasional Papers, No. 5
Available from: Basil Blackwell, Broad Street, Oxford, England (21s)
Document Not Available from EDRS.
Language: ENGLISH
Journal Announcement: RIEAUG70

All nine articles in this book were contributed by members of the Association of Teachers of Management and have been published previously. Dr. Wilson presents a framework for viewing problems of company management development, highlighting the continuous search for high quality managers, aspirations of young managers, and the need for consensus between senior managers regarding the nourishment and movement of subordinate managers. Other articles focus on identifying and defining management training needs, gaining the involvement and commitment of managers to change, considering the criteria of successful training, getting full value from external courses, and reconciling individual aspirations with organizational requirements. McClelland emphasises the need for career paths. Mrs. Brown describes how several levels of managers were involved in reassessing company manpower and training needs. Clark and Ramsden analyse management training needs. Coverdale focuses on the criteria for judging training success; Hacon, on management courses; Ticehurst, on functional training and the role of the training officer in industry; Hamblin, on training in evaluation. (NL)

Descriptors: Career Choice; Course Evaluation; *Educational Needs; *Evaluation Criteria; *Management Development; Organizations (Groups); Sociology; Trainers; *Training Methods

100

101

ED019563 AC001915
SCIENCE ADMINISTRATION, EDUCATION, AND CAREER MOBILITY. SUMMARY OF PROCEEDINGS AND WORKING PAPERS OF THE UNIVERSITY-FEDERAL AGENCY CONFERENCE (NOVEMBER 7-9, 1965).
RANDALL, RAYMOND L., ED. ; SIMPSON, DICK W., ED.
Indiana Univ., Bloomington. Inst. of Public Administration.
01MAY1966 97P.
EDRS Price - MF01/PC04 Plus Postage.
Language: ENGLISH
Journal Announcement: CUMREPT
THE 1965 UNIVERSITY-FEDERAL AGENCY CONFERENCE FOCUSED ON THE MIDCAREER TRAINING AND EDUCATIONAL NEEDS OF FEDERAL SCIENTISTS. PARTICIPANTS REPRESENTING GOVERNMENT, INDUSTRY, AND UNIVERSITIES EXPLORED IN DEPTH THE POTENTIAL UTILITY OF CLOSER COOPERATION AMONG ALL THREE SECTORS TO PREVENT OBSOLESCENCE OF VALUABLE SKILLS AND, BY USING THE UNIQUE FACILITIES OF ALL THREE TYPES OF INSTITUTIONS, TO DEVELOP INDIVIDUAL CAPABILITIES AS EFFICIENTLY AND FULLY AS POSSIBLE. THE PROCEEDINGS COVERED THE DIMENSIONS OF OBSOLESCENCE, THE NEED FOR A TECHNOLOGICAL STRATEGY, SKILL NEED AT VARIOUS LEVELS, REMEDIAL OR CONTINUING EDUCATION, TRAINEE SELECTION AND MOTIVATION, COMMUNICATION AND COOPERATION BETWEEN UNIVERSITIES AND FEDERAL AGENCIES, AND PROPOSED FACILITIES. THREE PAPERS WERE PREPARED ON THE RECRUITMENT AND CAREER DEVELOPMENT OF ENTRY LEVEL (GS-5 - GS-11) SCIENTISTS AND ENGINEERS, MIDCAREER AND SENIOR FEDERAL RESEARCH AND DEVELOPMENT EMPLOYEES (GS-3 - GS-18), AND FEDERAL LABORATORY, SCIENTIFIC, AND TECHNICAL DIRECTORS. ALSO INCLUDED WERE NUMEROUS CHARTS AND TABLES AND A LIST OF CONFERENCE PARTICIPANTS. THIS DOCUMENT IS ALSO AVAILABLE, FOR $2.00, FROM THE INSTITUTE OF PUBLIC ADMINISTRATION, INDIANA UNIVERSITY, BLOOMINGTON 47405. (LY)
Descriptors: Administrators; *Career Planning; Cooperative Planning; Degrees (Academic); Educational Background; *Educational Needs; Employment Experience; Engineers; Facilities; *Federal Government; *Government Employees; Industry; Mobility; Motivation; Occupational Information; Professional Continuing Education; Recruitment; Researchers; *Scientific Personnel; Selection; Statistical Data; Units of Study; Universities
Identifiers: Civil Service Commission

102

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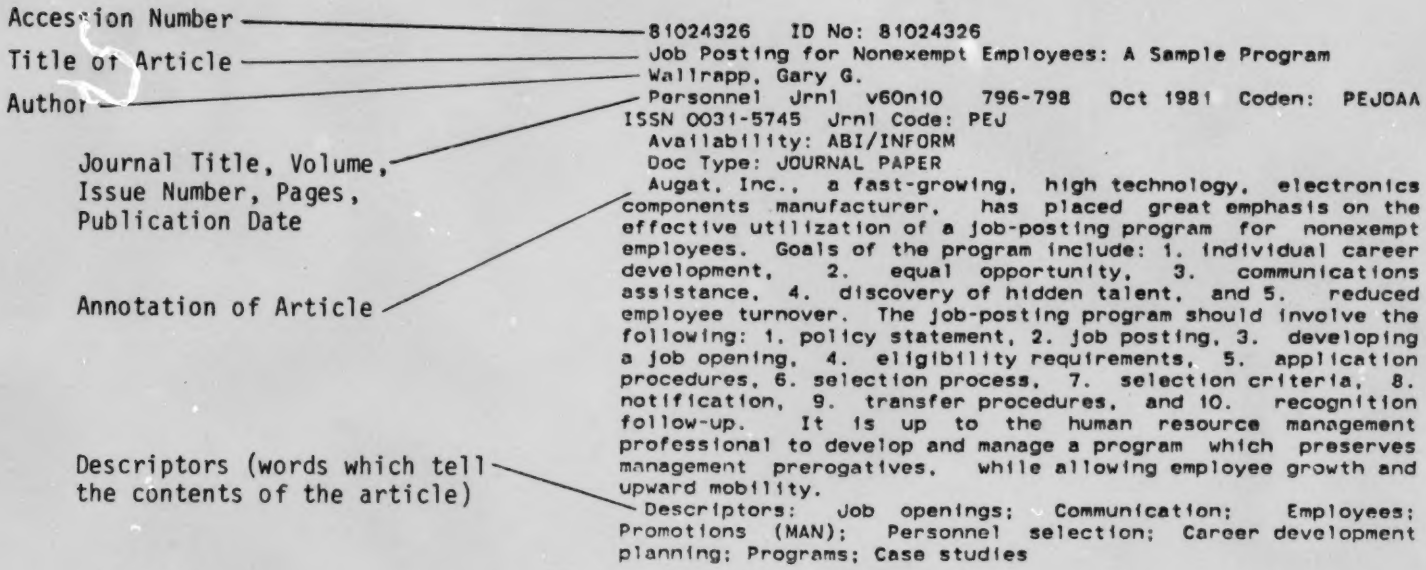
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81024326 ID No: 81024326
Job Posting for Nonexempt Employees: A Sample Program
Wallrapp, Gary G.
Personnel Jrnl v60n10 796-798 Oct 1981 Coden: PEJOAA
ISSN 0031-5745 Jrnl Code: PEJ
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Augat, Inc., a fast-growing, high technology, electronics components manufacturer, has placed great emphasis on the effective utilization of a job-posting program for nonexempt employees. Goals of the program include: 1. individual career development, 2. equal opportunity, 3. communications assistance, 4. discovery of hidden talent, and 5. reduced employee turnover. The job-posting program should involve the following: 1. policy statement, 2. job posting, 3. developing a job opening, 4. eligibility requirements, 5. application procedures, 6. selection process, 7. selection criteria, 8. notification, 9. transfer procedures, and 10. recognition follow-up. It is up to the human resource management professional to develop and manage a program which preserves management prerogatives, while allowing employee growth and upward mobility.
Descriptors: Job openings; Communication; Employees; Promotions (MAN); Personnel selection; Career development planning; Programs; Case studies

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81028068 ID No: 81028068
Centel Converts Human Resources into Profitable Energies for Growth
Brindley, J. W.
Telephony v201n20 34-35,111 Nov 9, 1981 Coden: TLPNAS ISSN 0040-2656 Jrnl Code: TPH
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Robert Reuss, chairman and chief executive officer of Central Telephone & Utilities Corp. (Centel) in Chicago, asserts that technology is the force behind dramatic changes in the telecommunications industry. To meet its own rapidly changing business needs, Centel has developed and implemented a human resource plan that places the right people in the right positions. This plan was devised so Centel could cope with changes that will occur during the next few years. One vital and immediate change is the redeployment of human resources to pursue new business ventures. To determine future personnel needs, the corporate human resources function worked with business units as 5-year plans were prepared, so that a thorough human resources component would be built into the projections of each unit. Overall projections showed an increase in employees of 13%, which, broken down by job title and skill, allowed identification of such skills needs as sales and systems engineering. Also included was a careful study of external environmental factors that contribute to the changing business climate. Although the process is incomplete, initial tactics have been put into action. Chart.
Descriptors: Case studies; Telephone companies; Human resources; Planning; Career development planning; Programs

81026298 ID No: 81026298
Human Resource Development: Promise or Platitude?
Strauss, Nan; Castino, Anthony
Personnel Administrator v26n11 25-27 Nov 1981 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
The advent of human resource development (HRD) is a response to a need for change. Besides the traditional responsibilities of personnel administration, HRD includes total career development for both hourly and salaried employees. HRD recognizes human resources as having worth and value, and attempts to obtain, retain, and develop human resources by focusing on the critical career choices made by employees, i.e., beginning employment, improving performance, advancing one's self, and ending employment. The HRD approach stresses a continuing joint obligation from the early days of employment through career advancement, to termination. Even at the time of termination, HRD perceives a critical point in career pathing. HRD provides a systematic means of organizing both the workplace and its workers to achieve mutual satisfaction. HRD services will more and more become the organization's chief resource in bringing about a change in focus to reflect management's concern for people as well as products. Chart.
Descriptors: Human resources; Development; Personnel administration; Personnel policies; Personnel selection; Career advancement; Terminations

81024326 ID No: 81024326
Job Posting for Nonexempt Employees: A Sample Program
Wallrapp, Gary G.
Personnel Jrnl v60n10 796-798 Oct 1981 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Availability: ABI/INFORM
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Descriptors: Job openings; Communication; Employees; Promotions (MAN); Personnel selection; Career development planning; Programs; Case studies

81024321 ID No: 81024321
Management Selection Systems that Meet the Challenges of the '80s: Computerized Skills Inventories Can Help Put the Right Manager in the Right Job
Walker, Alfred J.
Personnel Jrnl v60n10 775-780 Oct 1981 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
A growing number of companies are considering management skills inventory systems, also known as Human Resources Inventories (HRIs) or selection systems. These systems collect and store important work-related data on employees' education, skills, talents, and interests. Challenges which have escalated interest in HRIs are: 1. baby boom demographics, 2. leveling or declining sales and profits, 3. specialized skills, and 4. declining productivity. Deficiencies which can cripple the HRI system include: 1. job requirements that do not use the same language as that entered into the system, 2. data collection that does not use the employee as the primary source, 2. improperly or unevenly applied selection standards, 4. the absence or diffusion of administrative responsibility, and 5. problems associated with the changing nature of work in many companies. There are ways, however, to overcome these problems. Improvements in the HRI area will have benefits that go beyond job matching to prediction of employment movement and better opportunity for career planning.
Descriptors: Human resources; Inventory; Management; Skills; Career development planning; Personnel selection; Data bases; Personnel administration

81023250 ID No: 81023250
The Art of Star Treatment
Goneau, Marilyn
Canadian Business (Canada) v54n10 128-132 Oct 1981 Coden: CABUAL ISSN 0008-3100 Jrnl Code: CB
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
An enterprise which does not realize that human talent is its scarcest and most precious resource is going to have a difficult time in a decade when boosting profits means working smarter. However, spotting the talent, bringing it along, and retaining it is a different matter altogether. Many baffled chief executive officers have discovered that dangling prospects of money or even promotions may not be enough. Achievers want an opportunity to perform. They also need room to roam and to test their talents within the organization. Companies that want to keep their star performers will take pains with career planning. This is one reason why the personnel department is giving way to the human resources department. One of the main concerns of human-resources planning is to develop a more systematic strategy for filling top jobs. Manpower or succession planning is being practiced by an increasing number of larger and more sophisticated companies. Some of the methods involved in keeping a star performer are: 1. promotion, 2. coaching him/her, and 3. paying them well. While there are advantages to treating star performers well, some people also maintain that there are distinct disadvantages to having such a system.
Descriptors: Personnel management; Executive compensation; Responsibilities; Career advancement; Promotions (MAN)

81019830 ID No: 81019830
How Manpower Development Can Support Your Strategic Plan
Sweet, James
Jrnl of Business Strategy v2n1 77-81 Summer 1981 Jrnl Code: JST
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Strategic planning makes it possible for the manpower development function to focus its efforts in those areas having a more immediate payoff for the organization that it serves. A strategic plan per se is not enough. A model or conceptual framework is required that will integrate the manpower development function with the planning and decision-making guidance system which is, in turn, fostered by the strategic planning process. A model is presented which satisfies this requirement. It also serves to demonstrate the relationship between manpower planning, manpower development, and organization planning. It takes into account a manpower forecast and a manpower inventory, and it brings about a match between manpower supply and demand and offers manpower development alternatives. Of significant importance to this model is the continual daily linkage between those charged with the achievement of organizational goals and those who must provide insight into how the firm's human resources can be enhanced in support of that effort. Diagrams.
Descriptors: Workforce planning; Human resources; Development; Management development; Career development planning; Strategic; Planning; Models

81019258 ID No: 81019258
Manpower Planning for the 80s
Anonymous
Small Business Report v6n8 17-20 Aug 1981 Jrnl Code: SBR
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Finding qualified management personnel will become more difficult in the 1980s, so manpower planning is an essential element of survival for the small business. For most firms, a complete reevaluation will be required for recruiting, compensation, and training. Companies must acknowledge that the role of today's human resource manager (HRM) is far removed from the traditional personnel manager. The HRM should have full authority for planning and fulfilling projected manpower needs. The HRM must be able to recruit workers with needed skills and identify the applicants whose goals most closely mesh with company objectives. He must also make sure that the required training for new recruits actually takes place and does the job intended. In addition, the HRM must be the catalyst for the organizational development (OD) program that is designed to improve organizational effectiveness. A primary step in the OD process is for the HRM to inventory human resources to spot weaknesses, and employee resource charting and career counseling reports can be effective tools in fulfilling this responsibility.
Descriptors: Workforce planning; Human resources; Recruitment; Compensation; Training; Career development planning

81018782 ID No: 81018782
Computerized Career Information
Amico, Anthony M.
Personnel Jrnl v60n8 632-633 Aug 1981 Coden: PEJOAA ISSN 0031-9745 Jrnl Code: PEJ
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
The primary reason for job changes is professional growth, not financial gain. However, employees are often unaware of career opportunities available with current employers. A solution is available in the form of the Corporate Occupational Information System (COIS), which is a computerized information retrieval program through which data on occupations and projects within the firm can be assessed and presented to workers to dissuade them from leaving the firm. In COIS, each occupational title is indexed in a directory of positions. The directory is available to all employees through their personnel representatives. The individual can locate occupations within the firm that meet specific career criteria. COIS can also be used by the employer to search out present employees who may be suitable for a specific job he has in mind. The firm using COIS can be confident that it offers an environment conducive to career development, and the employee recognizes that career goals can be met without necessarily moving to another company. References.
Descriptors: Computer based information systems; Job openings; Human resources; Information systems; Career development planning

81016801 ID No: 81016801
Implementing a Career Development Program
Hanson, Marlys C.
Training & Development Jrnl v35n7 80-90 Jul 1981 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Lawrence Livermore National Laboratory (Livermore, California) has had nearly 750 employees participate in a Career/Life Planning Program since 1975. This program consisted of a series of workshops offered during working hours on a voluntary basis. Its goal is to help employees take responsibility for their careers and not depend on the organization to take care of them. It offered assistance in: increasing self-awareness, 2. gaining problem solving skills, 3. forming skills for acquiring information and feedback, 4. recognizing opportunities for growth, and 5. developing and implementing plans for increasing skills and knowledge. Management has a key position in such planning. It must provide employees with activities and resources for development that relate directly to organizational goals. The employee can establish greater self-esteem and build confidence through work experience. References.
Descriptors: Career development planning; Programs; Implementations; Strategy; Case studies; Management; Support; Human resources; Development

81016798 ID No: 81016798
You Want Me to Do What?
Jones, Pamela R.; Kaye, Beverly; Taylor, Hugh R.
Training & Development Jrnl v35n7 56-62 Jul 1981
Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
For a long time, career development was seen as the job of the personnel department, used for new employees or an occasional employee concerned about his or her future with the organization. The philosophy was that if an employee worked hard and showed promise, he or she would move up in the organization and retire with a pension. Now the importance of career development is being realized. Managers need to play an integral role in individualized career coaching, as they are closest to the employee. The managers themselves need to be coached as they may not have the knowledge to guide their employees. Not everyone is cut out to be a manager, and a company should realize that and allow advancement only to those who truly want it. Once managers feel competent in career guidance, they should practice it. A successful program will see greater productivity, reduced turnover, and an increase in employee development. References. Tables.
Descriptors: Career development planning; Managers; Supervisors; Employee counseling; Human resources; Development ; Responsibilities

81016791 ID No: 81016791
Careers in Human Resource Development
Hutcheson, Peggy G.; Chalofsky, Neal
Training & Development Jrnl v35n7 12-15 Jul 1981
Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
A career path in human resource development (HRD) should be in keeping with one's internal timetable of advancement. Often, one has to decide whether his primary loyalty lies with the HRD field or with the organization. A recent survey found that most trainers value organizational goals but would leave the organization rather than leave the HRD field. HRD professionals must use the career planning and development strategies designed for others in their own career advancement. There are numerous ways to enter the field, but advanced education, such as a master's degree or a doctorate, is usually recommended. Figures. References.
Descriptors: Human resources; Development; Careers; Career development planning; Professional development

81015556 ID No: 81015556
Characteristics of the Successful Personnel Manager
Guest, David; Horwood, Robert
Personnel Mgmt (UK) v13n5 18-23 May 1981 Coden: PTMABL
ISSN 0031-5761 Jrnl Code: PMA
Availability: Business Publications Ltd., 117 Waterloo Rd., London, England SE1 8UL
Doc Type: JOURNAL PAPER
Effectiveness as a personnel manager is likely to be determined by the types of personnel staff, the types of personnel role and the tasks performed in them, and the relative power of the personnel function. The main constraint is the tendency of personnel managers to undertake a very wide range of activities. They ensure that they control what seem to be the key political elements in the personnel job, including industrial relations. The activities most widely undertaken by personnel managers do not correspond closely to those they rate most important. ''Personality'' attributes are considered by personnel managers to be the most important criteria for success, outweighing background and training. Five different career paths for personnel managers are noted: 1. the mobile professional, who has spent his whole working career in personnel management, 2. the late professional, who started his career in non-personnel jobs, 3. the local specialist, who has spent his whole career in personnel, but only in one company, 4. the general manager, who appears to be just passing through personnel, and 5. the part-time personnel manager who covers personnel as well as another position. Charts. Tables. References.
Descriptors: Personnel management; Managers; Characteristics ; Career advancement; Effectiveness

81011738 ID No: 81011738
Career Development: The Integrating Force
Kaye, Beverly L.
Training & Development Jrnl v35n5 36-40 May 1981
Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER

Organizations that seek greater efficiency and effectiveness increasingly realize the need to maximize the contribution of available human resources. There are a number of strategies designed to achieve this ideal utilization of workforce talent. An employee-organization relationship which blends individual career objectives with overall corporate goals is needed. This type of career development is a new way of thinking about human resources that considers the interrelationships between the individual and the organization. The career development practitioner's major task is initiating a comprehensive process that perceives the career development program as a logical, step-by-step framework and determines how human resource development efforts can be supported by, and supportive of, each step. Career development is a sequence of 6 stages: 1. preparation, 2. profiling, 3. targeting, 4. strategizing, 5. execution, and 6. integration. Programs can be linked with career development to provide a coherent, coordinated development effort. Reference.

Descriptors: Human resources; Development; Career development planning; Programs; Integration; Planning; Organizational behavior

81011148 ID No: 81011148
What Has Happened to Our International Civil Service? The Case of the United Nations
Jordan, Robert S.
Public Administration Review v41n2 236-245 Mar/Apr 1981
Coden: PBARBM ISSN 0033-3352 Jrnl Code: PAR
Availability: American Society for Public Administration, 1225 Connecticut Ave. NW, Washington, DC 20036
Doc Type: JOURNAL PAPER

The primary reason for the establishment of an International Civil Service Commission was to facilitate the process of unifying United Nations personnel administration in view of an otherwise loosely coordinated situation among the different agencies and organizations. However, both the governments and the international bureaucracies agree that there remains room for improvement in the efficiency and integrity of the international civil service. The United Nations is experiencing important changes, such as the increased importance of membership of the new states of the developing nations of the world, as well as the growing activism among international civil servants. In a situation where there is little or no executive authority, a weak financial base, and increasing staff dissatisfaction, effective leadership is critical, but the secretariat itself is subject to the trends. The International Civil Service Commission, nonetheless, has potential for ameliorating, if not reversing, some of the negative trends. The Commission is making a serious attempt to deal with the issues of recruitment and career development. References.

Descriptors: UN; International; Civil service; Personnel management; Recruitment; Career advancement; Personnel policies

81009446 ID No: 81009446
The Career Planning Process
Leach, John J.
Personnel Jrnl v60n4 283-287 Apr 1981 Coden: PEJOAA
ISSN 0031-5745 Jrnl Code: PEJ
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER

Direction, career time, transitions, and outcomes are 4 basic considerations for any career planning program. Career success is the goal of these plans and so must be defined. Four elements of the work experience are generally included in any definition of career success: 1. belonging, 2. future growth potential, 3. self-esteem, and 4. personal significance of the chosen career. Direction involves goal setting by company and individual, and the ability of each to fulfill the objectives of the other. Career time is basically the length of time needed to achieve career fulfillment. The steps required to overcome resistance to one's career plans are transitions; outcomes are the results of transitions. Personnel managers must be aware of these factors in order to properly cope with employee career-related complaints.

Descriptors: Career development planning; Career advancement; Planning; Programs; Goal setting; Transitions; Personnel management

113

114

81009274 ID No: 81009274
The Personnel Student and the First Job Problem
Pitfield, Michael; Palmer, Robin
Personnel Mgmt (UK) v13n3 24-28 Mar 1981 Coden: PTMABL ISSN 0031-5761 Jrnl Code: PMA
Availability: Business Publications Ltd., 117 Waterloo Rd., London, England SE1 3UL
Doc Type: JOURNAL PAPER
A survey was conducted of Institute of Personnel Management (IPM) graduates to assess the problems they encountered in trying to get their first jobs. Some significant findings include: 1. Most students realized they should seek jobs before the IPM course was completed, and 35% had jobs to go to at the end of the course. 2. A significant number did not take their first job in personnel management, and most who did were offered generalist posts. 3. Of the respondents, 67% stayed in their first job less than 2 years. 4. Students with interest in personnel management as a career seem to come from arts and social science subject study areas and almost never from science and technology backgrounds. Career advisers at IPM were deliberately hard on students expressing interest in personnel management careers because of some false ideas held about that field as a career. They warn that students should get as much work experience as possible and must acknowledge that completion of the course is not a guarantee of an immediate job. Prospective employers are encouraged to attend course sessions to become acquainted with students. Employment checklist.
Descriptors: UK; Personnel management; Students; Career development planning; Employment

81008232 ID No: 81008232
Casting a Credible Shadow for Employees to Follow
Bussey, Troy D.
Modern Office Procedures v26n3 72-73,76 Mar 1981 Coden: MDOPAW ISSN 0026-8208 Jrnl Code: MOP
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Absenteeism and apathy are critical problems in the US workforce. Managers can improve the situation by using wise management techniques and demonstrating to subordinates that they can manage themselves as well as others. To do so, the manager must improve self-confidence and work to have a positive attitude that can be projected to workers. Enthusiasm is important, and the manager should seek to learn employee attitudes, feelings, and goals so that a climate is created that is conducive to a desire and willingness on the part of employees to perform to the best of their abilities. A primary means for a manager to develop and display confidence is to become an effective decision maker. It may be beneficial to make staff members more a part of the decision-making process. Personal goals are the foundation for career building, and goal setting is a powerful motivational force. Therefore, effective managers will set specific goals for themselves and for their departments, suggesting also that employees set goals for themselves.
Descriptors: Personnel management; Goal setting; Career development planning; Employee development (PER); Employee attitude (PER)

81006844 ID No: 81006844
Professionalizing the Workforce
McEwan, Bruce
Advanced Mgmt Jrnl v46n1 53-58 Winter 1981 Coden: ADVMAS ISSN 0036-0805 Jrnl Code: AMJ
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Organizations are composed of 2 kinds of employees: 1. those who perform a job, taking little interest or pride in their task and identifying only casually with the organization; and 2. those people who take pride in their work and try to do a better job and advance themselves. The first group are job-oriented employees and the second are career-oriented employees. The career-oriented employee is an important one and needs to be identified. An attitude of professionalism must be instilled. The career-oriented approach recognizes that employees must be given the opportunities they want and merit if they are to develop their skills and contribute to the organization. Employee training is essential to develop the human assets of the organization and must include self-development as well as organizational assistance.
Descriptors: Employee development (PER); Career development planning; Training; Programs; Human resources; Development

115

116

81004051 ID No: 81004051
Career Development for Women in Industry
Fort, Martha K.; Cordisco, Jane H.
Training & Development Jrnl v35n2 62-64 Feb 1981 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Since 1979, Gulf Oil Co., in cooperation with Chatham College, has offered a career development program to its women employees. The resulting Career Development Program for Women was directed toward 3 areas of career planning support: 1. assessment, 2. individual advising, and 3. a career planning workshop. Implementation of the pilot program included: 1. identification of participants, 2. a 2-day orientation, 3. an 8-week course, and 4. evaluation and follow-up. The course itself was designed to include small-group discussions, large group lectures, and ongoing involvement by and feedback from participants. Participants were asked to complete assignments after sessions. Chatham provided 5 faculty members to implement the advisory program. At the conclusion of each session, students completed evaluations of the presentation and activities. At the end of the entire pilot project, extensive questionnaires were filled out by the participants. The program was eventually expanded to include men and has also been used successfully at another Gulf subsidiary.
Descriptors: Women; Career development planning; Careers; Planning; Programs; Gulf Oil-Pittsburgh; Case studies; Human resources; Development; Colleges & universities

81004011 ID No: 81004011
An Integrated Model for Training and Development: How to Build on What You Already Have
Mealiea, Laird W.; Duffy, John F.
Public Personnel Mgmt v9n4 336-343 1980 Coden: PPMNCX ISSN 0091-0260 Jrnl Code: PPM
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Training and development (T/D) specialists frequently fail in their purposes because of failure to use on-line programs or behavioral theories which are available. The integrated training/development system can best benefit organizations which are characterized by a large, complex internal structure with a high turnover, a young mobile work force, and limited external manpower resources. The T/D specialist must identify meaningful career paths to construct ideal skills profiles (ISPs) and predict vacancies. The ISP represents what is most likely to lead to success on the next highest job in the career path. While the typical performance appraisal process deals with 7-10 traits, this can be expanded to 27-30. The success of any T/D program requires the support of top management. When ISPs are realistically established, they can be compared with an employee's actual skills profile (ASP) to determine whether the individual is within ''striking distance.'' Then the participants in the T/D program can be selected intelligently. Benefits of the system include: 1. accurate measurement of training and development needs, 2. effective utilization of existing T/D modules, 3. motivational capacity, 4. availability of reliable feedback for the employee, and 5. availability of effectiveness evaluation mechanisms. References. Chart. Graph.
Descriptors: Integrated; Models; Training; Employee development (PER); Programs; Performance appraisal; Skills; Profiles; Career advancement; Personnel management

81003488 ID No: 81003488
Organizational Design: Dealing with the Human Constraint
Briscoe, Dennis R.
California Mgmt Review v23n1 71-80 Fall 1980 Coden: CMNRAK ISSN 0008-1256 Jrnl Code: CMR
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Organizations must be designed to integrate a variety of people so they can collectively contribute to the accomplishment of organizational objectives; pressures for change can be accommodated either by changing the people in the organization or by designing the organization to meet the pressures. Changing the people can be accomplished by: 1. altered personnel selection, 2. training and development procedures and methods, 3. socialization approaches, 4. providing reward and feedback systems, and 5. providing assessment and development of life and career. Altering the organization might involve modifying organizational goals, structure, and the design of work; while changing the interface between people and the organization entails: 1. management development through job assignment, 2. altering leadership styles, 3. organizational development, 4. employing management by objectives, and 5. implementing institutionalized participation. These options give the organization many ways to adapt to the critical differences in employee motivations, commitments, and values. Charts. References.
Descriptors: Organization development; Organizational; Design; Human resources; Constraints; Career development planning

81001472 ID No: 81001472
Redundancy, Recession and Career Crisis Counseling
Owen, Bob
Personnel Mgmt (UK) v12n11 38-41 Nov 1980 Coden: PTMABL ISSN 0031-5761 Jrnl Code: PMA
Availability: Business Publications Ltd., 117 Waterloo Rd., London, England SE1 8UL
Doc Type: JOURNAL PAPER
When low economic growth narrows promotional opportunities, there is a temptation to create jobs for young enthusiastic executives. The result may be redundant executives in their forties and fifties. This kind of crisis situation can also arise from mergers or closures. Crisis situations must be handled sensitively, or the company's image and recruitment prospects may be damaged. The personnel manager should, therefore, develop strategies which will keep crises to a minimum, and the independent counselor is of great assistance in detecting the problem case. Dealing with the hidden fears and worries of redundant executives may involve career development workshops, vocational reassessment, or retraining. The company may assist in resettlement outside the organization and may assist executives in setting up their own businesses. A financial planning service for these people is very important. Retirement planning may also be helpful as part of the development plan for a redundant executive. External resettlement counselors may be used to assist in these areas. The introduction of a career development counselor is also possible.
Descriptors: UK; Redundancy; Crisis; Management development; Promotions (MAN); Personnel management; Career development planning; Terminations; Unemployment; Retirement; Employee counseling

81000625 ID No: 81000625
To Train Baby Boom Managers, Learn What Makes Them Tick
Zemke, Ron
Training v17n12 36,38-40 Dec 1980 Coden: TRNGB6 ISSN 0095-5892 Jrnl Code: TBI
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
There is a trend toward the shift of organizational power and influence away from central control and orchestration toward permanent vestment in internal, special-interest groups. By the dawn of the 1990s, overtrained troops will further disrupt an already overprofessionalized economy. If there is not room at the top for all the qualified people, they will invent games to entertain and aggrandize themselves and steal power from the top. Today's 25-year-olds are impatient and highly assertive. As they rush into the management vacuum, those who do not make it to top positions will form the unmovable, unhappy group. Three outcomes are possible: 1. Overqualified, underused, frustrated middle managers will turn to building mid-level power principalities. 2. Management jobs will be splintered and fragments passed around to keep the troops busy and happy. 3. Middle managers will try to strike some kind of psychological and energy balance between personal, family, and business lives. The forces of economic efficiency and personal human need must be synchronized.
Descriptors: Corporate; Power; Career advancement; Demography; Managers; Problems; Personnel management

80021718 ID No: 80021718
How Ambitious Trainers Can Boost Their Career Bottom Line
Fletcher, Elaine
Training v17n10 55-57 Oct 1980 Coden: TRNGB6 ISSN 0095-5892 Jrnl Code: TBI
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Trainers and human resources development (HRD) managers will be moving into the corporate circle of strategic decision makers in this decade. They will enjoy unprecedented power, including a vice-president's title and a voice in strategic planning, according to one futurist. Other people think that ''personnel'' will be broadened to include training and HRD. A report from Heidrick and Struggles indicates that traditional activities like benefits administration are remaining under the control of personnel and that other responsibilities, such as management development, training, and company organization, are being added. It appears that there is a growing demand for qualified HRD people and that their salaries and status are increasing. It also seems likely that competition will be more intense for top management, which will lead more people to choose HRD or personnel as a path to the top. However, it seems that personnel experience is not a prerequisite for the position of chief executive officer, a job which still demands considerable expertise in finance and marketing.
Descriptors: Training; Personnel administration; Careers; Career advancement; Human resources; Executives; Corporate officers

80021694 ID No: 80021694
Turn Your Employee Career Guidance Program into an Effective Pre-Retirement Vehicle
Mithers, Joan
Personnel Administrator v25n10 49-51 Oct 1980 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
With minimum effort and cost, a currently existing career development program can be adapted to focus upon older workers. Interestingly, studies are showing that despite the raising of mandatory retirement age, most employees will choose to retire early, and some indicators also suggest they may choose to start other careers. Further, career development programs that are established for older workers would have the advantage of persuading experienced, valuable employees to continue working. This could be particularly useful in high technology fields, such as the aerospace industry, where there is a shortage of qualified personnel. Some important ingredients in the career development program include: 1. emphasizing the need for individuals to assume responsibility for themselves, 2. analyzing both needs and values, 3. using the same devices in career development programs for younger workers in those for older employees, 4. networking, resume preparation, and interviewing, and 5. following up on the developed career plan. References.
Descriptors: Career development planning; Programs; Retirement; Planning; Costs; Personnel management

80021692 ID No: 80021692
Developing a Career Guidance Program Through the Job Family Concept
Kravetz, Dennis J.; Derderian, Stephanie E.
Personnel Administrator v25n10 39-42,76 Oct 1980 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
John Holland devised a job family classification system based on his analysis of personality traits, abilities, interests and job characteristics. Six ''orientations'' describe these interactional patterns. The 6 Holland orientations are: realistic, conventional, artistic, investigative, enterprising, and social. Establishing job families and career paths can be a valuable device in career counseling programs. The first part of the career assessment process is an interview, which includes a review of the employee's educational and prior employment history, personal interests, as well as others. The second part of the career assessment process is completion of a survey workbook, The Self-Directed Search. The last part of the core assessment process is The Quick Job Hunting Map, a workbook allowing for a more specific exploration of the employee's skills and abilities. The program has been effective for day-to-day use in classifying employees into an appropriate career path, in providing them with detailed career alternatives, and in initiating developmental programs. Tables. Charts. References.
Descriptors: Career development planning; Personnel management; Human resources; Job satisfaction; Careers; Assessments; Programs

80021691 ID No: 80021691
Career Development: Some Questions and Tentative Answers
Leach, John J.
Personnel Administrator v25n10 31-34 Oct 1980 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
An increased study of careers causes more problems and questions to emerge, and the following deserve particular attention in the 1980s: 1. Why cannot the firm furnish continuing career satisfaction for its employees? 2. Why cannot employees better plan their careers? 3. Why do key people unexpectedly leave the firm? 4. For all the discussion about new innovations, why do most firms still cling to traditional manpower movement patterns? 5. Why do many career planning programs fail? 6. How best can the bottom-line implications of career development programs be marketed to top management? 7. What new forms will career development programs assume in the '90s? In an examination of organization development requirements of contemporary firms, especially self-determination and co-determinations processes, career development represents a powerful human resources strategy. Career development is aimed at the heart of such issues as employee loyalty, and commitment levels within the firm, which when solved, result in improved productivity and innovation. References.
Descriptors: Career development planning; Programs; Organization development; Human resources; Career advancement

121

122

80021690 ID No: 80021690
The Development of An Integrated Career Planning Program at Gulf Power Company
Lopez, Felix E.; Rockmore, B. Wayne; Kesselman, Gerald A.
Personnel Administrator v25n10 21-23,26-29,75-76 Oct 1980 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
In January of 1980, Gulf Power Company of Pensacola, Florida, began a comprehensive human resource planning program. It was designed to identify, train, and develop future upper- and middle-level managers for the effective operation of the enterprise. In addition, the firm was looking for a way in which those managers and professionals could direct the course of their careers with the advice and counsel of human resource professionals. Two important foundations of an integrated career planning program are extensive job analysis research, and a solid performance evaluation program. Further, the first major task in the development of the career planning program at Gulf was the organization of the 200 management jobs into a meaningful structure called a career plan matrix. In addition, Gulf used 2 methods of job analysis known as Threshold Traits Analysis, and Demand and Task Analysis. In starting the career planning program at Gulf Power Company, these steps were taken: 1. publication of the job library, 2. development of an employee interest input document, and 3. communication of job opportunities. Charts. References.
Descriptors: Case studies; Career development planning; Career advancement; Programs; Human resources; Job; Analysis

80021149 ID No: 80021149
Work to Retain Top Performers, Consultant Warns
Anonymous
Savings & Loan News v101n10 118-119 Oct 1980 ISSN 0036-5114 Jrnl Code: SLN
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
According to Roger Fritz, president of Organizational Development Consultants, Naperville, Illinois, some savings associations may unknowingly be encouraging top performers to leave because they are not creating a challenging and supportive work environment. When an association is forced to cut back on personnel as a way to cut operating expenses, it is important to build a feeling of job security for the top performing employees. Cutbacks must be related to merit or productivity so that good employees are assured of their importance to the organization. Adequate performance evaluation is essential even though developing a good system is very difficult. Management must be able to define goals for both the employees and the association. An environment that encourages individual input is important since top performers typically look for new challenges. It is equally important that supervisors be candid with employees if there are no prospects for advancement open to them. A reward system is a useful tool in maintaining employee satisfaction. Nonmonetary recognition is often as important as monetary rewards. Top-performing individuals are an important asset to the association, and it is important to take an aggressive personnel management approach to keeping them.
Descriptors: Savings & loan associations; Human resources; Personnel management; Job satisfaction; Career advancement

80020604 ID No: 80020604
The Career Plateau: Causes and Effects
Near, Janet P.
Business Horizons v23n5 53-57 Oct 1980 Coden: BHORAD ISSN 0007-6813 Jrnl Code: BHO
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
Reaching the career plateau is likely to occur more frequently and at an earlier age for managers in the next decade. There are some common causes and effects related to this. Managerial expectations of rapid advancement are more difficult to meet. There are larger numbers of young managers in the work force. As long as most organizations look like pyramids, there will not be room for everyone to reach the top. There are 2 cultural trends which may be occurring: 1. Workers are less willing to put in overtime hours or to accept transfers. 2. There are now more college graduates than ever before competing for the good jobs. Frequently, a person reaches a plateau because of lack of aspiration, motivation, or ability. This might be a conscious decision. If it is not, the effect may be 1. denial, 2. withdrawal from the job, 3. challenge of the system by demanding an explanation for the plateau or even looking for a new job, or 4. reduced performance. Plateauing results in a cost to the organization. It is time for increased honesty about this problem. References.
Descriptors: Career advancement; Problems; Managers; Human resources

80020485 ID No: 80020485
The Annual Human Resource Review (A Career-Planning System)
Vosburgh, Richard M.
Personnel Jrnl v59n10 830-837 Oct 1980 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Availability: ABI/INFORM
Doc Type: JOURNAL PAPER
In a systems approach to career planning, an employee analyzes his work history, decides if he is ready to proceed through the review steps, and if so, he notifies his supervisor to request a career-planning discussion. This initiates the level-by-level review which provides feedback necessary to develop realistic and attainable career plans. The employee's career plan is presented at an annual review of human resources meeting. The annual review is a time to share information, make quality decisions, and give top management support to career plans, and is the linking pin between individual career planning and organizational human resources planning. The annual review members should analyze the company's human resources needs prior to focusing on specific employees and should then review career plans previously approved to determine their progress, possible revisions, and problems. An evaluation of newly submitted career plans is also included in the annual review meeting. The systems approach benefits the entire organization and improves communication. Charts. References.
Descriptors: Career development planning; Programs; Human resources; Career advancement; Training

80016137 ID No: 80016137
Managers at Work: Companies and Careers
Wolff, Michael F.
Research Management v23n4 8-9 Jul 1980 Coden: RESMA3 ISSN 0034-5334 Jrnl Code: RMG
Doc Type: JOURNAL PAPER
C. Dennis Hall, president of Bell-Northern Research, has much advice to offer about career management. Career management is a delicate balancing exercise, and to accomplish this balance 8 critical questions must be answered: 1. How much of the truth should an employee be told about his performance, and why? 2. How much effort should be put into developing the high flyers as opposed to developing the average performer? 3. Should individuals move out of research and development with their projects? 4. What are the fundamental requirements for a dual ladder approach to career planning? 5. When do formal courses aid in planning careers? 6. How can the average employee be kept satisfied, and for how long? 7. How important is a staff role in a career? 8. How is outplacement handled?Employees should be told as much as possible in an undistorted way. Most employees are not triple-A performers, and their careers cannot be ignored. However, the high-flyers require carefully orchestrated communications because these are the ones around whom successful projects are constructed. A move made out of research and development should be on a career path basis, individually determined. The need for a parallel path for research and development professionals depends on the nature of the group. If outplacement occurs it must be handled legally and generously.
Descriptors: R&D; Personnel; Career advancement; Career development planning; Personnel management

80016041 ID No: 80016041
Burn Out-Business's Most Costly Expense
Nelson, John G.
Personnel Administrator v25n8 81-87 Aug 1980 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Doc Type: JOURNAL PAPER
Burn out is an affliction which strikes people in self-imposed, high-intensity situations. Once burned out executives were seen as being simply overworked; however, simplistic explanations are no longer accepted. Burn out, in fact, appears to be a necessary transition time for some employees. What occurs in a normal and healthy grief reaction is that the life forces are diverted from the normal range of problem-solving and life-sustaining functions, and during this period, the person is developing a new life support system. Further, mid-career is often the classical time in life when people start to deal with some of the unrealistic expectations that they and others may have placed on their lifestyle.Personnel managers can perform an important role in the burn out situation. Management needs to create a climate of working conditions which raises the level of self-worth and morale. There is also a need to get the employee to deal with himself in the employment situations by such techniques as talking about issues bothering him, learning to be reflective, and not accepting his condition. The result may be an employee who is comfortable with himself and his business, and the company may not lose a highly-skilled and loyal employee.
Descriptors: Employee problems; Career advancement; Personnel management; Employee morale; Job attitudes; Employee attitude (PER)

80016033 ID No: 80016033
A Career Development System Coordinates Training Efforts
Winterscheid, Beverly C.
Personnel Administrator v25n8 28-32,44 Aug 1980 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Doc Type: JOURNAL PAPER
The training of new supervisory employees demands much attention. The importance of the supervisor is reflected in the fact that productivity and motivation of any work group derives from a supervisor's ability to get results through others. Motivation at the supervisory level is related to the supervisor receiving accurate information on growth opportunities in the organization as it relates to personal development. Training conducted without attention to individual career development frequently misses the point if the goal of training is to improve the efficiency of the manager and, in turn, the performance of the work group.The career development system must meet certain goals, and the role of the human resources department in meeting these objectives is: 1. to facilitate individual career development within the organization, 2. to establish a functional nexus between existing personnel programs and the career development system, and 3. to insure the continued viability of the career development system by demonstrating to top management how it accomplishes the organization's business objectives. Important elements of the career development program include: 1. managing the employee's career, 2. managing one's own career, 3. a skills assessment and career goals booklet, and 4. career development meetings. Tables. References.
Descriptors: Career advancement; Career development planning ; Training; Communications; Organization development; Careers; Development; Systems; Human resources; Employee development (PER)

80015752 ID No: 80015752
Memo to Senior Management: Is Your Personnel Department Effective?
McCarthy, Joseph P.
Best's Review P/C v81n3 101-105 Jul 1980 Coden: BRPLB3 ISSN 0161-7745 Jrnl Code: BIP
Doc Type: JOURNAL PAPER
The insurance industry does not generally regard its personnel departments as an integral part of the management team. It should replace this concept with a human resources system based on accountability. The absence of accountability has a devastating effect, often resulting in overstaffing and giving rise to programs that are not related to business needs. The function of the personnel department should be reassessed, especially in terms of its contribution to bottom line results based on such factors as high turnover, excessive relocation costs, and inefficient training programs.The personnel department should have written annual goals reflecting the company's overall objectives. A number of personnel specialists believe that management judges their effectiveness by the number of programs in force at a given time; the needs of individual employees in terms of training and employee satisfaction are often overlooked. Personnel departments should be prepared to justify the development costs of their programs and should be required to sell these programs to line management to ensure support. A very obvious deficiency of personnel departments in insurance companies is the meager understanding of underwriting and insurance marking practices.
Descriptors: Personnel management; Insurance industry; Human resources; Accountability; Effectiveness; Job enrichment; Career development planning

80013884 ID No: 80013884
The Soundness of Supervisory Ratings as Predictors of Managerial Success
Norris, Steven D.; Balloun, Joe L.; Konstantinovich, Branislav
Personnel Psychology v33n2 377-388 Summer 1980 Coden: PPSYAQ ISSN 0031-5826 Jrnl Code: PPS
Doc Type: JOURNAL PAPER
Problems develop when a supervisory rating of a non-manager is used to predict that employee's performance as a manager. It is argued that the concept of validity cannot be applied to the particular use of supervisory ratings in question.A model of career development from trainee professional to journeyman professional to first level manager is presented and used to consider 3 types of validity: 1. empirical, 2. content, and 3. construct, for supervisors' rating of non-managers as a predictor of success as managers.Those persons who are developing systems for supervisory ratings of promotability are advised to think about the following: 1. top level support, 2. management participation, 3. emphasis on observable behavior, 4. good training of raters, 5. positive consequences for the rater, 6. opportunities for displaying appropriate behaviors, 7. employee behavior visible to the rater, 8. a useable range of ratings, 9. review of ratings, and 10. statistical analysis. Chart. References.
Descriptors: Supervisors; Ratings; Career advancement; Effectiveness; Accuracy; Human resources; Promotions (MAN)

80013288 ID No: 80013288
Using Assessment Centers for Individual and Organization Development
Olivas, Louis
Personnel v57n3 63-67 May/Jun 1980 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Organizations are finding the prospect of using assessment centers increasingly attractive due to extensive research indicating the validity of the technique in predicting managerial success. Traditionally, assessment center technology has been used for organizations' recruitment and selection processes. Now, assessment center results for specific departments within or across an organization can serve as a guide for designing and budgeting organization development programs. Still, few organizations utilize assessment center results for scientifically designing a specific developmental program for the individual.The indirect benefits of visible commitment by an organization to develop current managers effectively, combined with an interest in self-development on the part of the individuals involved, can enhance the total human resources effort. With such benefits, human resources managers can more accurately project career plans within an organization and can more accurately assess the extent of managerial talent that will be available during future periods. Graphs.
Descriptors: Employee evaluations; Centers; Employee development (PER); Organization development; Career development planning; Training; Human resources; Planning

80012800 ID No: 80012800
Results-Oriented Training Designs
This, Leslie E.
Training & Development Jrnl v34n6 14-22 Jun 1980 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
Human resources development designers need to examine their philosophy of training and education. When he has formulated a clear philosophy of training, the trainer knows what he is doing and why. In addition, the trainer might examine the assumptions regarding training in order to explicitly identify their positions and the likely impact of the assumptions on training. To plan a design to improve performance on a job, a thorough understanding of the nature of the job is required. Eventually, it is important to develop limited objectives for a particular time frame and for a particular set of training program activities.Designing a curriculum for specific results will be aided by certain considerations: 1. the diversity of program participants, 2. concepts and patterns of career development, 3. curriculum content, and 4. curriculum method. Further, a number of variables must be considered in course design and course sequence. The arrangement of courses, course sequence, methods, and other curriculum components can differ along the following scales: 1. number and length, 2. subject matter ''mix,'' 3. placement of equivalency tests and other evaluation, 4. relationship between the curriculum and other possible concepts and patterns of career development, 5. curriculum method, 6. individual counseling, and 7. composition of participant groups. Tables. References.
Descriptors: Training; Design; Human resources; Development; Planning; Objectives; Career development planning

80010211 ID No: 80010211
Career Development: What Organizations Are Doing About It
Griffith, Albert R.
Personnel v57n2 63-69 Mar/Apr 1980 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Insecurity and uncertainty in the workplace can result in economic loss to the organization and severe stress to the employees. The occurrence of illness resulting from the adverse effects of stress is increasing as business becomes more complex and demanding. To determine what steps are being taken by management to help employees deal with business-related and personal stress, a survey was conducted which involved 118 of the Fortune 500 companies. There were 3 purposes for the survey: 1. identification of people in the organization responsible for administrating and providing services for career development, 2. analyzing the scope of career development services, and 3. ascertaining top management's commitment to career development and the extent to which this concept is integrated with corporate personnel practices.The results of the survey showed that career development in the corporation is more a management function than an auxiliary one, and that career development programs are offered in a majority of organizations, but often only to a small portion of the workforce. The organization's long-range interests will be served if career development services are recognized as a way of increasing productivity. Turnover rates could be reduced significantly if management made it possible for employees to grow through career development programs. Charts.
Descriptors: Career advancement; Career development planning; Programs; Surveys; Personnel management; Affirmative action; Job enrichment

129

130

80010054 ID No: 80010054
How You Can Help Employees Formulate Their Career Goals
Kaye, Beverly L.
Personnel Jrnl v59n5 368-372,402 May 1980 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
An important role of the human resource professional is helping employees define clear, practical career goals. Research suggests, both with individuals and organizations, that the career management process involves 6 distinct stages and that an individual needs to move successively through each stage in order to manage a career effectively. The 6 stages are: 1. profiling, 2. reality testing, 3. targeting, 4. strategizing, 5. execution, and 6. integration.Goal selection is the process followed by individuals to identify the variety of available options, evaluate the desirability and practicality of the options, and select from them the ones which represent attainable goals. It is important that today's worker keeps these options open. Six of these options are: 1. vertical, 2. lateral, 3. realignment, 4. exploratory research, 5. job enrichment, and 6. relocation out of the system. Vertical mobility is the most traditional of these options. When goal setting is completed, employees will have selectively chosen the goals which are most appropriate and meaningful, both to the employer and the individual.
Descriptors: Human resources; Management; Career development planning; Goal setting; Career advancement

80009393 ID No: 80009393
Solving the Turnover Problem
LaBelle, Charles D.; Shaw, Kimball; Hellenack, Leslie J.
Datamation v26n2 144-148,150,152 Apr 1980 Coden: DTMNAT ISSN 0011-6963 Jrnl Code: DAT
Doc Type: JOURNAL PAPER
The data processing (DP) industry needs a solution to the problems of attracting, motivating, and retaining superior computer talent. The DP professional's utopia is a place where politics are at a minimum, where good opportunities and challenges go to deserving employees, and where there is a conscious and systematic development of each person's skills. In such a place, performance is evaluated on an objective basis, equitable rewards are distributed, and educational opportunities are available.Manufacturer's Hanover Trust developed a structured resource management system to help solve their people problem. The development of the structured human resource management system began with the creation of a foundation that portrays details and descriptions of each job and the interrelationships of all jobs so that the DP person has a career road map. Skills that can be attained by working in the installation must also be defined and should be correlated to the job descriptions. By developing successful human resource systems, companies will be better able to cope with DP challenges in the years ahead. Tables. Graphs. Charts.
Descriptors: Human resources; Management; Personnel management; Employee turnover; Data processing; Personnel; Turnover; Career development planning; Promotions (MAN)

80009192 ID No: 80009192
I'll Never Work for a Woman Supervisor Again!
Turecamo, Dorrine Anderson
Supervision v42n5 6-8 May 1980 Coden: SUPRAO ISSN 0039-5854 Jrnl Code: SUP
Doc Type: JOURNAL PAPER
To be professional, women supervisors must think, feel, and perform like an executive. Margaret Higginson, research director and management consultant, and author of ''The Ambitious Woman's Guide to a Successful Career,'' cites 6 guidelines for female executives: 1. They must be able to make tough, fast decisions, without fear or uncertainty. 2. They must give orders and delegate, without agonizing over popularity. 3. They must be ready to take necessary risks, without self-recrimination or second-guessing. 4. They must be able to discipline subordinates and reject poor work without feeling guilty or being a nit-picker. 5. They must continue to grow and to learn business terminology and the financial language of business. 6. They must believe in and project themselves as strong and true.A woman supervisor must take all responsibility for her decisions in order to gain respect from her superiors and her subordinates. Positive reinforcement and mutual trust with subordinates will improve the department's productivity, and enhance the woman supervisor's reputation.
Descriptors: Women; Supervisors; Managers; Guidelines; Personnel management; Career advancement

131

132

80008711 ID No: 80008711
Career Development Trends for the 80s: Better Managers, Higher Productivity
Pinto, Patrick R.
Training v17n4 31,33 Apr 1980 Coden: TRNGB6 ISSN 0095-5892 Jrnl Code: TBI
Doc Type: JOURNAL PAPER
During the 1980s, the career development task of human resource development professionals will be to balance the individual's need for freedom and growth with the organization's needs for productivity and results. While most existing career development systems will continue to maintain the basic components, trainers will increasingly focus on counseling and on controlling unrealistic expectations. In turn, line managers will increasingly control career development programs through their input regarding the programs' design and use. Managers will be better rewarded for career development.With more information and more collaboration, there will be a change from organizational dominance and influence to a situation where the individual has a share of information and resources. As employees initiate their own career planning, trainers will provide a context for individuals to do more of their own career planning and development.
Descriptors: Career development planning; Systems; Programs; Trends; Predictions; Employee counseling

80008710 ID No: 80008710
Assess Your Strengths-Before You Start Your Own Career Plan
Zemke, Ron
Training v17n4 29 Apr 1980 Coden: TRNGB6 ISSN 0095-5892 Jrnl Code: TBI
Doc Type: JOURNAL PAPER
Many trainers, adept at assessing performance problems and weaknesses of others, are unable to look objectively at their own personal and professional assets. A 6-step Strength Analysis assists trainers in viewing themselves in an objective framework. While the analysis can be done alone, working with a small group may be more fun and more informative.Step 1 entails developing a skills checklist and selecting 5 top strengths. Then, skills, attitudes, talents, abilities, or characteristics, which may or may not be professional strengths, should be determined. Step 3 is reading both lists of strengths before the group for feedback. In Step 4, a new list of strengths is written, with 2 descriptions each of professional success and failure experiences. Strengths liked and disliked should be indicated. Review how strengths and preferred ''likes'' played in successes and failures. Step 5 entails writing a final description of strengths. Step 6 is to brainstorm possibilities (assessing options) with the group.
Descriptors: Training; Human resources; Careers; Career development planning; Self study; Skills

80008709 ID No: 80008709
Take the Time to Chart Your Career in HRD
Zemke, Ron
Training v17n4 27-28,30 Apr 1980 Coden: TRNGB6 ISSN 0095-5892 Jrnl Code: TBI
Doc Type: JOURNAL PAPER
Many human resource development (HRD) officers, expert at helping others develop their careers, are becoming interested in their own personal career development. Building such a career development plan can begin with a personal strength analysis, followed by a realistic assessment of career options.Dr. Beverly L. Kaye, career development consultant, suggests that setting multiple career goals and working toward more than one at a time is better than a single goal. According to Kaye, there are 6 career options for HRD professionals to consider: 1. vertical mobility, 2. lateral mobility, 3. realignment (downward) in the system, 4. exploratory research or development projects, 5. do-it-yourself job enrichment efforts, and 6. relocation to another position outside the organization. Flexibility is the key to keeping HRD professionals from being boxed into a stagnant job or screened out of viable options and alternate career paths.
Descriptors: Human resources; Careers; Career development planning; Career advancement; Job enrichment

80008530 ID No: 80008530
Comptroller Civilian Career Enhancement Program
McDowell, Carodean
Air Force Comptroller v14n2 14-15,17 Apr 1980 Coden: AFCTB3 ISSN 0002-2365 Jrnl Code: AIR
Doc Type: JOURNAL PAPER
The Air Force's Comptroller Civilian Career Enhancement Program (CCCEP) aims at ensuring that well-qualified personnel with professional as well as managerial skills are available at all levels for comptroller positions. The Comptroller of the Air Force Civilian Policy Council helps assess the needs of career groups, sets policies to meet these needs, chooses participants for training, and reviews and evaluates the progress made by the program.CCCEP consists of 2 career groups, financial management and computer resources. From the GS-12 through GS-15 level, individuals may enter either the career executive force, which is categorized by a broad range of jobs crossing functional and organizational lines, or the career general force, which is limited to 1 locale. Career executive positions are further classified as: 1. essential, providing basic development experience, 2. career broadening, calling for reassignment to increase development opportunities, and 3. cadre reserved positions, jobs reserved for high potential individuals that are given priority consideration.
Descriptors: Government employees; Government; Personnel management; Career advancement; Air Force; Careers

80008466 ID No: 80008466
Where Have the Promotions Gone?
Beldt, Sandra F.; Jewell, Donald O.
Business v30n2 24-30 Mar/Apr 1980 Coden: BUSIDW ISSN 0163-531X Jrnl Code: AEC
Doc Type: JOURNAL PAPER
During the past few years, low growth and an emphasis on cost-effectiveness have reduced promotional opportunities. This shift to low opportunity for advancement could create a serious human-resource problem for management. While the need to continue promoting people has been met in many companies by creating positions, often such positions have a title without commensurate responsibility and authority. If promotion is to remain the primary incentive for productivity and performance, it seems obvious that an alternative approach to promotion and motivation must be found. Management can begin by not using promotions as a reward for performance but by viewing promotions as a process of internal selection. Promotions should be based on the needs of the organization, not on the needs of the individual.Organizational management also needs to develop mechanisms to reward mastery and contribution within a field or position. Management should also examine the appropriateness of current job and organization design and, where possible, redesign to allow and encourage opportunities for growth, development, and contribution without upward mobility. Graphs. References.
Descriptors: Promotions (MAN); Career advancement; Opportunity; Shortages; Personnel management; Problems; Motivation; Career development planning

80007928 ID No: 80007928
Some Aspects of Manpower Planning at GMH
Lea, Alastair S.
Work & People (Australia) v5n1 13-20 1979 Jrnl Code: WAP
Doc Type: JOURNAL PAPER
For Australia's General Motors-Holden's (GMH), manpower planning reflects a broad spectrum of skills, qualifications, and professions. GMH's corporate plan incorporates the different plans and priorities of the organization's various groupings, which helps determine its manpower requirements. Action measures, internal and external, are employed to develop GMH's human resources to the required levels. As all levels are involved, forecasting manpower availability and recruitment is done by collecting and assessing input from the levels. This data is used to annually update GMH's Ten Year Plan.GMH's assessment center program's aim is to assist all departments in the selection of high caliber individuals to be trained as first-line supervisors. Individual assessment includes: 1. pre-supervisory training, 2. performance appraisal and counselling, 3. internal training, and 4. succession and progression planning. Further appraisal is made through GMH's manpower planning audit procedure and career path planning. Although GMH's manpower planning has some problems, it is generally effective in isolating and meeting the company's manpower needs. Chart. Appendix.
Descriptors: Workforce planning; General Motors Holdens-Australia; Case studies; Corporate planning; Human resources; Management; Training; Career advancement

80007177 ID No: 80007177
Are You Ready to be DP Manager?
Maxon, Clark
Small Systems World v7n9 26-30,52,54 Mar 1980 Jrnl Code: SSW
Doc Type: JOURNAL PAPER
There are many valid reasons, and some invalid ones, for wanting to accept a promotion to data processing (DP) manager. There are also numerous considerations to contemplate before making such a change. Many people are motivated to accept promotions because of social pressures, the desire for a softer position or better office, or the want to surround themselves with only those people they like personally. Others are motivated because they feel it will help to expand their horizons or offer a greater possibility to contribute to the corporate well being. If one's motives are for short-term benefits only or if they are ego-oriented, it would be a mistake to make a change.A manager will encounter many responsibilities seldom encountered by the technician. Therefore, the technician must carefully consider all the aspects of his new career, as well as what he is giving up to attain this position before he makes his decision. The DP manager must look at his position as an opportunity to learn new things and must accept his position in management as a profession outside of data processing.
Descriptors: Data processing; Managers; Career development planning; Responsibilities; Personnel management; Planning

80006379 ID No: 80006379
Merging the Two Faces of Personnel: A Challenge for the 1980s
Leach, John J.
Personnel v57n1 52-57 Jan/Feb 1980 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Most firms are confronted with 2 major contrasting personnel policy questions that relate to staffing versus career management as the major function of personnel departments. These questions are: 1. Why is the company not able to have the right number and right types of persons in the right place at the right time? 2. Why is the company not able provide its employees with continuing career satisfaction?It appears in answer to question 1 that people are oriented toward a top-down view of business problems and identify with top management and organizational goals and initiatives. As for the second question, people take a bottom-up view of problems and identify with employees, especially with their goals and initiatives. These 2 viewpoints have their own behavioral focus, and they use different personnel strategies. However, these two approaches are not mutually exclusive.A combined approach to human resources planning is essential for effective organizational operations. The first step to implementing such a plan is to obtain the full support of the chief executive officer. Chart.
Descriptors: Personnel administration; Human resources; Planning; Workforce planning; Career development planning; Integration

80005286 ID No: 80005286
Up Is Not the Only Way
Kaye, Beverly L.
Supervisory Mgmt v25n2 2-9 Feb 1980 Coden: SPMNAU ISSN 0039-5919 Jrnl Code: SPM
Doc Type: JOURNAL PAPER
Now that technical obsolescence is a reality, career development is a necessity. Increasingly, managers are being held responsible for helping subordinates cope with, adapt to, and plan for change. As such, managers need to point out the choice of career goals which exist.Most people are interested in moving up and many consider upward mobility the only acceptable and rewarding way to develop a career. A manager can assist employees by discussing positions at the next higher level or by organizing resource material to help them make plans.There are other ways in which employees can develop their careers: 1. moving across, which involves a change in function and/or title without necessarily undergoing a change in status or salary, 2. moving downward, to free oneself from time-consuming positions to develop through outside interests, 3. exploring, which involves researching, interviewing, and testing out ideas and opportunities to make an eventual decision about another field, 4. staying put and developing existing opportunities, and 5. moving out.
Descriptors: Personnel management; Career development planning; Horizontal; Promotions (MAN); Career advancement; Supervision

80004863 ID No: 80004863
How to Stop Losing Your Best Workers
Lipsett, Laurence
Administrative Management v41n2 35,52-53 Feb 1980
Coden: ADMAAF ISSN 0001-8376 Jrnl Code: ADM
Doc Type: JOURNAL PAPER
Every time a good employee leaves, the company pays, in terms of recruiting and training a replacement, and in the negative influence on morale. Many of these employees were valued workers and would have remained with the company if conditions and opportunities had met their needs.Jobs should be designed with people in mind. Promotable people respond to the challenge of job enrichment. Companies should recruit in such a way that the applicants will include people in the labor market who are the best qualified, not merely those who walk in. The specifications of the job should determine the selection criteria. To accurately select the best qualified employees, the company must base its decisions on a balanced weighing of the evidence in relation to the criteria. Real responsibility must be given to the new worker early in his career.
Descriptors: Personnel selection; Personnel management; Promotions (MAN); Career advancement; Career development planning; Employee turnover; Reduction

80002488 ID No: 80002488
Career-Life Planning and Development Management
Klingner, Donald E.
Public Personnel Management v8n6 382-390 Nov/Dec 1979
Coden: PPMNCX ISSN 0091-0260 Jrnl Code: PPM
Doc Type: JOURNAL PAPER
Career-life planning provides some focus on what people want from work. Career-life planning is a systematic effort by the organization to design jobs according to the aptitudes, abilities, and objectives of employees. Career-life planning is based on organizational adaptability in the face of several assumptions about organizational and human behavior.Career-life planning methods typically begin with problem recognition and end with changes in structure and processes. Job redesign, as a planning technique, means an increase in employee involvement with the entire job, and this results in the employee exercising more variability and taking more responsibility.There are some significant problems with career-life planning programs, such as: 1. widespread employee dissatisfaction with work and life, and 2. inability of organizations to always change the amount of control that employees have over career choices through devices such as job redesign, model career patterns, broadened authority patterns, and variable rewards. Charts. References.
Descriptors: Career development planning; Human resources; Management; Employee development (PER); Organizational behavior; Training; Programs; Job satisfaction

80000737 ID No: 80000737
Going the Clerical Route
Brooks, Robin F.
Public Personnel Management v8n5 330-336 Sept./Oct. 1979 Coden: PPMNCX ISSN 0091-0260 Jrnl Code: PPM
Doc Type: JOURNAL PAPER
Government employees often seek clerical jobs as an avenue to professional jobs. Some are college-educated people who plan to use the clerical position as a springboard to professional careers. Others are clerical employees who attend college while working to move into professional positions. In either case, a significant number of these employees become malcontents with performance problems and personnel people have to cope with the situation. Frequently, according to one University of Michigan Survey of Working Conditions, by placing a college-educated woman into an inherently stressful clerical position she feels overqualified for, a double problem geometrically increases the existent stress and results in an employee relations problem, often brought on by a personnel person who recommended the woman try the clerical route.Certain steps can be taken to avoid ironic situations: 1. Counsel men and women in the same way. 2. Accurately describe clerical work. 3. Offer additional alternatives. 4. Provide cross-training in all personnel functions. 5. Establish a reputation for service. Going the clerical route is not always smooth. For professionals who become clericals there is a good chance for job dissatisfaction and resultant problems to occur. Personnel people should be certain they improve career counseling service. If this is done, time, money, and manpower will be conserved. References.
Descriptors: Personnel management; Clerical personnel; Career advancement; Women; Careers; Counseling; Personnel; Functions

80000543 ID No: 80000543
Accountability for Career Development-A Must for Improved Program Management
Staats, Elmer B.
Bureaucrat v8n3 2-6 Fall 1979 ISSN 0045-3544 Jrnl Code: BUR
Doc Type: JOURNAL PAPER
Over the years, the need for greater emphasis on personnel management, particularly on the development of career personnel, has become increasingly evident. The Civil Service Reform Act is one response to this need for more accountability in the management of personnel who comprise the federal workforce. The act recognizes the importance of managing personnel at the working level, requires that managers set performance standards and critical job elements for their employees, and increases the likelihood that managers will view personnel activities as an integral facet of program management. While federal managers have neither recognized the importance of career development for their employees nor been held accountable for it in the past, Civil Service reform should provide the foundation for improved accountability for federal employee career development.Accountability for effectively developing career personnel must be included in the successful management of federal programs over the long term. A capable career staff is imperative for well-managed programs. By recognizing the importance of pushing personnel functions into federal agencies' operating units, the Civil Service Reform Act should lead to a growing awareness in the federal government of the link between personnel activities and program functions and to increased accountability for career development.
Descriptors: Career development planning; Accountability; Civil service; Personnel management; Federal employees; Government agencies

79019629 ID No: 79019629
The Coming Management Population Explosion
Rosow, Jerome M.
Advanced Mgmt Jrnl v44n4 4-16 Autumn 1979 Coden: ADVMAS ISSN 0036-0805 Jrnl Code: AMJ
Doc Type: JOURNAL PAPER
In the 1980s those people born during the post-war baby boom will be reaching middle age, and a bottleneck is anticipated in middle-management type jobs. The supply of personnel will be larger than the demand because of the demographics involved and because of some changes in the labor market such as increased longevity and a longer working life. Management can deal with this bulge in a variety of ways. Management development programs should be more open and adaptable rather than elite and secretive. Employees should be given the option of making lateral job changes within a company. Long term professional performance could be maintained by giving employees educational sabbaticals to improve or change their skills. Inservice training can be used as well as career counseling. Jobs can be redesigned and staff can be better utilized so that companies can adapt without massive layoffs.
Descriptors: Demography; Labor supply; Managers; Surplus; Mid career; Problems; Implications; Management development; Personnel management; Career development planning; Personnel administration

79019068 ID No: 79019068
Automated Personnel Systems Give Billion-Dollar Banks Edge on Human Resource Management
Kon, Pamela Lubin
Bank Systems & Equipment v16n10 50-54 Oct. 1979 ISSN 0005-5050 Jrnl Code: BSE
Doc Type: JOURNAL PAPER
Several large banks with 1500 or more employees are using computerized human resource information systems to help match employees' skills with various jobs and promotions as they come open. Some use a skills inventory system for exempt employees which stores personnel data like pay and performance information. Others, like Bank of America, are going even further and are automating their job posting systems. Employee attitude surveys are being computerized by Citibank so the bank will know how employees feel about various job related topics. Computerization of employee information also has helped in producing annual Employment Information Reports required by the Equal Employment Opportunity Commission. Career pathing, dividing skills and jobs into families as a prelude to job posting, is also being computerized. Finally, these computerized systems have helped reduce turnover and have promoted upward mobility and job satisfaction.
Descriptors: Computer based information systems; Human resources; Management; Personnel management; Banks; Personnel administration; Job openings; Compliance; Equal employment opportunities; EEOC; Career development planning; Manycompanies

141

142

79016872 ID No: 79016872
Toward a More Comprehensive Career Planning Program
Cohen, Stephen L.; Meyer, Herbert H.
Personnel Jrnl v58n9 611-615 Sept. 1979 Coden: PEJOAA
ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
A successful organization must sustain well-organized and well-administered human resource and career planning programs. In an overall program, job analysis information and human resource planning offer vital background data for career planning. Such a program helps in systematizing human resource and career planning activities for the organization and places joint responsibility for initiative in implementing most career planning and development activities on both management and individual employees. Generally, the value of career planning should result from the improved use of key human resources as such planning provides for better matching of individual strengths with organizational needs. Other benefits include: 1. more efficient use of human resources, 2. improved performance of incumbents in key jobs, 3. decreased turnover, and 4. more efficient achievement of affirmative action goals. With a strong endorsement and continued support from top management, a comprehensive and integrated human resource and career planning program can contribute substantially to the long-range success of any organization. Chart. References.
Descriptors: Career development planning; Human resources; Planning; Employee development (PER); Job evaluation; Employee evaluations

79016868 ID No: 79016868
A Guide to Customized Leadership Training and Development
Lawrie, John W.
Personnel Jrnl v58n9 593-596 Sept. 1979 Coden: PEJOAA
ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
Directors of training and development share the common problem of coping with the degree of acceptance and use of training and development efforts. One solution to the problem is to engage leadership trainees, plus supervisors and subordinates, in a systematic data-gathering effort to better discern training needs and thus better serve the organization. A systematic approach that produces positive and contingent views on the centrality of training and development fulfills such criteria as: 1. current development needs of employees and the organization, 2. current and future organizational roles, and 3. integration and coordination of development strategies. Results produced by such a self-cycling design achieve such benefits as: 1. less squandered money and human motivation, 2. a focused, situation-based training and development effort, 3. training and development effort continuity, 4. training and development function power, 5. achievement of short- and long-rnge training and development goals, 6. involvement of and alliance with line managers, and 7. a continual upgrading of the organization's human assets.
Descriptors: Training; Development; Leadership; Custom designed; Systems; Personnel management; Career development planning; Employee development (PER)

79015061 ID No: 79015061
Developing Human Resources-From Strength to Strength
Hodgsdon, Richard
Business Qtrly v44n2 19-21 Summer 1979 Coden: BUQUAL
ISSN 0007-6996 Jrnl Code: BSQ
Doc Type: JOURNAL PAPER
Present research indicates that there are three major dimensions of adult growth, which can be thought of as x, y, and z axes. The x axis represents the horizontal axis of caring, love, and concern. The y axis is the vertical integration of personality, the discovery and acceptance of the self, or "individuation." The z axis is a positive vision of, or genuine faith in some aspect of the future. As an orientation to action, the following recommendations are some that should be considered. Stop working all the time, worrying about the future, drinking every day, doing your subordinates' jobs, introducing new programs without cutting old ones, saying yes so often, talking all the time. Start enjoying the fruits of your labor, taking better care of your body, developing a financial plan for yourself, making friends, balancing action with reflection, saying "no" with a smile, getting in touch with your ultimate values. A higher level of consciousness awaits.
Descriptors: Human resources; Development; Career advancement; Career development planning

79014220 ID No: 79014220
From Manpower Planning to Human Resources Planning through Career Development
Moore, Lynda L.
Personnel v56n3 9-16 May/June 1979 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Organizations have traditionally followed a manager-directed macro, or overall, approach to human resources planning. Recently, there has arisen a micro, or individual, approach, usually referred to as career planning. In this approach the employee, on an idividual basis, is provided with counseling and guidance in order to be directed toward a position in which he can be most satisfied and productive. In a successful career planning program, objectives and responsibilities of both employee and manager are clearly stated. Participation should be voluntary, and information revealed should be kept confidential. There should be continuing performance appraisal and feedback. The organization should be receptive to the employees' career decisions and must periodically evaluate its program to ensure its continuing effectiveness. Initial evaluations of career planning as an integrated element of human resources development indicate that it facilitaties greater personal and organizational satisfaction. Charts. Graphs.
Descriptors: Human resources; Development; Planning; Career development planning; Programs; Employee counseling; Analysis

79008886 ID No: 79008886
Career Development Strategies in Industry-Where Are We and Where Should We Be?
Morgan, Marilyn A.; Hall, Douglas T.; Martier, Alison
Personnel v56n2 13-30 March/April 1979 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Career programs can be grouped into the following main categories: 1. career counseling, 2. individual career planning, 3. organization human resources planning, 4. career information systems, 5. management or supervisory development, 6. training, and 7. programs for special groups. Career development programs can be seen as a positive means of increasing individual and organizational efficiency. A survey showed the activities involved in career programs include: 1. advanced management program, 2. career pathing, 3. midcareer update, and 4. preretirement counseling. Most of these activities develop through a directive from top management. Career program evaluation is an important part of these programs. Both large and small organizations can implement career programs, with many of the career programs being informal. One major problem is unrealistic expectations on the part of participants. Charts.
Descriptors: Career development planning; Programs; Surveys; Activity; Problems; Activities analysis; Personnel management; Employee development (PER); Management development; Training; Workshops

79007789 ID No: 79007789
A Guide to R&D Career Pathing
Grass, Donald
Personnel Jrnl v58n4 227-231 April 1979 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
Management's continued failure to fully appreciate the professional orientation of research and development (R&D) personnel is attributed to 2 principle causes: 1. the inability of mangaement to recognize that scientists and engineers have different role orientations, and 2. the incompatibility of the scientific and engineering roles with the bureaucratic demands of the organization. Trying to motivate the R&D employee with incentives developed for the organizationally-oriented engineer will only: 1. lower morale, 2. reduce productivity, and 3. increase turnover. Maximum benefit from investment in R&D personnel can only be realized by motivating each engineer and scientist to perform in pursuit of attainable objectives. Need systems differences may necessitate reassessing the traditional reward system. An existing managerial analysis of the employee's current R&D standing, motivational needs, and career stage can provide the basis for a constructive discussion of: 1. career development strategies, 2. training needs. and 3. future assignments. References.
Descriptors: Personnel management; R&D; Personnel; Engineers ; Scientists; Motivation; Productivity; Needs; Career development planning

79007508 ID No: 79007508
Career Counseling: Too Little, Too Late?
Gambill, Ted R.
Supervisory Management v24n4 24-30 April 1979 Coden: SPMNAU ISSN 0039-5919 Jrnl Code: SPM
Doc Type: JOURNAL PAPER
A common problem facing many organizations is the neglect of career counseling. Many managers tend to avoid this area. One of the reasons for this is that most managers are untrained in career counseling. Managers often feel that the time spent in career counseling is wasted time. Some of the objectives for career counseling should include the facilitation of employee growth and development so that organizational and personal goals are met, the encouragement of personal growth and development so that the employee reaches his full potential, the development of a reservoir of internal talent from which to draw, and the integration of the career counseling process into the performance appraisal system, training program, and other personnel-related efforts. One of the basics underlying a career counseling program should be the belief that employee development is a lifelong process. The manger should encourage growth and create an environment that will stimulate growth. An employee must realize the importance of using each job assignment to further develop his abilities. Career counseling is the organization's most valuable employee-development tool.
Descriptors: Careers; Counseling; Personnel management; Management; Supervisors; Career advancement; Employee development (PER)

79006921 ID No: 79006921
Self-Assessment: A Strategy of Growing Importance
Burack, Elmer H.
Training & Development Jrnl v33n4 48-52 April 1979 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
Personnel managers, training directors, and human resource development specialists have become increasingly interested in self-assessment methods which allow organization members to gain better personal understanding of their skills and goals. Currently, the materials used for self-assessment include a wide-range of scales, inventories, and informative writings. Self-assessment requires committment and a joint effort from both employees and the organization. In order for an individual to gain fully from self-assessment procedures, it is important to understand key aspects of the approach: 1. awareness or organizational and life occurrences which affect one's life, 2. planning, 3. adequate personal skills, 4. learning environment, 5. timing, and comtemplation, 6. feedback, 7. changing solutions as situations change, and 8. active personal participation. References. Chart.
Descriptors: Self; Assessments; Personnel management; Techniques; Career advancement; Self help (people); Manycompanies

147

79005175 ID No: 79005175
Career Development: Are We Asking the Right Questions
Connelly, Sharon L.
Training & Development Jrnl v33n3 8-11 March 1979 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
The American Society for Training and Development (ASTD) has assembled a guidel for career development inquiry, entitled "State-of-the-Art of Career Development. Its aim is to define the parameters of the hypothetical career development program plan as guided by a series of motivating questions, which are designed as tools of professional inquiry. The guide is designed for policy makers and career development managers who are considering organizational objectives within a career development program. The guide focuses on describing the state of deliberate planning processes in the field of career development. The ASTD is divided into 7 sections: 1. working definitions of terms, 2. influential motivational factors, 3. purposes and assumptions affecting the design and thrust of career development programs, 4. implications of success or failure, 5. program characteristics, 6. administrative considerations, and 7. tracking and communicating results. Chart.
Descriptors: Training; Careers; Career development planning; Literature; Career advancement; Personnel management

148

79005174 ID No: 79005174
Changing Demands on the Training Professional
Clement, Ronald W.; Walker, James W.; Pinto, Patrick R.
Training & Development Jrnl v33n3 3-7 March 1979 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
The American Society for Training and Development (ASTD) conducted a survey in 1978 to determine the competencies required for effective performance in training and development. The responses obtained from over 2,000 ASTD members indicated a number of major tends associated with tasks and competencies which are expected of training and development professionals: 1. Training and development programs are expanding to include such services as career counseling and organizational development. 2. Professionals are spending more time in managerial and administrative activities, paying increased attention to needs analysis and training evaluation. 3. Increasing importance is placed on human relations and communications skills. 4. There is increasing awareness of new technology and knowledge of behavioral science. In general, training and development professionals are expected to manage their activities and personal development effectively, with special emphasis on consultative roles. Tables. References.
Descriptors: Studies; Training; Career advancement; PROFESSIONAL RESPONSIBILITIES; Professional development; Professional Standards; Personnel management; Careers; Skills; Trends

79004949 ID No: 79004949
Performance Appraisals: An Investment in People
Percy, Ian D.
Canadian Chartered Accountant v112n2 56,58 Feb. 1979 Coden: CCHAA5 ISSN 0317-6878 Jrnl Code: CCA
Doc Type: JOURNAL PAPER
Employee career development is one of the most important but often neglected tasks faced by companies. Feedback on how one's performance in the work environment affects others and relates to goals should be given in the form of performance appraisals. Such appraisals, if handled correctly, can improve productivity and communication as well as enhance indentification with the organization. Appraisals should focus on the interaction between personality, task, and situation and result in a constructive solution to problems. The appraiser's personality will also be intricately involved; therefore, the appraisal cannot be strictly objective. The appraisal must define the scope of a job and how well is should be performed. Role reversal, in which the manager and employee imagine themselves in each other's jobs will help them to see things from the other's viewpoint. Training programs should be sponsored to improve the way that managers and staffs give and receive performance feedback. Diagram.
Descriptors: Employee evaluations; Career development planning; Performance appraisal; Guidelines; Training; Personnel management

79004036 ID No: 79004036
Developing Managers in a Low-Growth Organization
Guerrier, Yvonne.; MacMillan, Keith
Personnel Management v10n12 34-38 Dec. 1978 Coden: PRMNAB ISSN 0048-346X Jrnl Code: PMA
Doc Type: JOURNAL PAPER
In a recent study of over 1,300 British managers from the public and private sectors, only 1/3 of the sample thought that their orgnanizations had effective management development programs. The results of the study also indicated that managers from large organizations were much more likely to doubt the organization's capacity to develop managers. In successful management development programs, the individual is challenged intellectually and in practical management situations, a condition which is more likely to happen in small companies. Some companies which are involved in generating and expanding small firms are considering seconding a few of their executives to these organizations. Inexperienced managers could work full time, which would bring them a wide variety of experiences. Middle-managers could work part-time, serving as consultants, while senior managers could work in the smaller firms as a transition to retirement.
Descriptors: UK; Managers; Small business; Management development; BIG BUSINESS; Career development planning; Job satisfaction; Personnel management; Alternative; Strategy

79003319 ID No: 79003319
Career Counseling: Too Little, Too Late?
Gambill, Ted R.
Training & Development Jrnl v33n2 24-27 Feb. 1979 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
Some researchers have concluded that many shortages of qualified personnel for specific jobs are due, at least in part, to a breakdown in the career-counseling process in organizations. A reason for this growing problem may be that managers are venturing into unfamiliar territory with career counseling, even though employee development has become a fundamental personnel management responsibility. Only professional managers have realized that time spent in career counseling can have a greater payoff in performance than time spent on day-to-day responsibilities. Career counseling can become a very valuable employee-development tool for the organization. While a time investment is involved, the return can be manyfold if the job is done properly. Employee development, increased productivity, reduced turnover, higher employee morale, and the presence of an internal supply of personnel so that the right numbers and kinds of people will be prepared when a company needs them are all factors which will contribute to ensuring a firm's prosperity and survival. Chart.
Descriptors: Personnel management; Career development planning; Employee counseling (PER); Employee development (PER); Corporate planning; Employee attitude

79002724 ID No: 79002724
Recruiting and Promoting but No Pirating, Please
Discount Merchandiser v19n1 76-80 Jan. 1979 Coden: DISMAD ISSN 0012-3579 Jrnl Code: DMD
Doc Type: JOURNAL PAPER
At a recent meeting of the National Mass Retailing Institute in Bal Harbour, Fla., several important seminars took place. Some of the vital workshops at the meeting were: 1. Recruiting and promoting at Wal-Mart Stores-Wal-Mart considers that its most important method of seeking potential personnel is college recruiting. 2. How to stop pirating-one way to cut down on pirating is to stop giving information about key employees to directories. 3. Advancement and job security-good employee communication and training can be a basis upon which to build a sense of security. 4. Promote from within or outside?-The best way to become expert in the business is by coming up through the ranks.
Descriptors: Retail stores; Discount department stores; Personnel management; Personnel selection; Recruitment; PROMOTIONS (MAN); Career advancement; Employment security

79002623 ID No: 79002623
The Operator's Changing Status
Hansen, William A.
Datamation v25n1 189,192,193 Jan. 1979 Coden: DTMNAT ISSN 0011-6963 Jrnl Code: DAT
Doc Type: JOURNAL PAPER
The data processing function has always been divided into program development and operations. Systems programming was in a poorly defined area between them. The tremendous need for programmers has opened up the field to thousands of people who at one time felt data processing was a highly scientific area. College degrees are becoming prerequisites for anyone entering the programming field. Operations personnel have always come from the vocational ranks. Their training and education has been highly informal and on-the-job. Many DP managers consider operators to be glorified button pushers. There has been a high turnover rate. Operations personnel have low education and salary levels. The operator's job has been changing, and the problems will get worse if the situation is not changed. The operation of the entire company can be seriously impaired if the operations problems get worse. DP managers should treat senior operations personnel as professionals. Chart.
Descriptors: Data processing; Programmers; Operations; Personnel; Personnel management; Career advancement; Career development planning; Careers; Job status; CHANGES

79002602 ID No: 79002602
How to Stifle a Technical Organization in Ten Easy Steps
Jewkes, Gary; Dalton, Gene; Thompson, Paul
Research Management v22n1 12-16 Jan. 1979 Coden: RESMA3 ISSN 0034-5334 Jrnl Code: RMG
Doc Type: JOURNAL PAPER
While past studies conclude that 2 out of 3 R&D engineers are rated as "low performers" after reaching age 35, other studies indicate that management's inability to deal effectively with this trend actually accelerates technical obsolescence. For most engineers technical obsolescence is a threatening reality. Instructions follow on how to lead engineers to a "technical shutout": 1. inhibit lateral movement, 2. minimize engineering salaries, 3. offer dull projects with few rewards, 4. curb management interest and influence on technical decisions, and 5. refuse organizational recognition. However, engineers can remain vital and interested through the presence of: 1. valuable job-related courses, 2. opportunities in career development, 3. incentives for individual creativity, 4. experienced engineers being allowed to share with younger workers, and 5. engineers being supported with open communication lines, feedback, and clear expectations. The trend to obsolescence can be easily changed just by recognizing habitual mistakes, too often made and too long in existence. References.
Descriptors: Management; Technological obsolescence; Engineers; Career development planning; Career advancement; Management styles; Personnel management

79002493 ID No: 79002493
Fairchild's Formula Mixes Office and Classroom
Salmans, Sandra
International Management v33n12 42-43 Dec. 1978 Coden: IIMGAT ISSN 0020-7888 Jrnl Code: IMG
Doc Type: JOURNAL PAPER
While all companies need to educate and train their employees, it may be that in no area is the requirement as great as in high-technology firms such as Fairchild Camera & Instrument Corp., a producer of semiconductor components and electronic equipment. Fairchild and similar companies, dependent on innovaton and high-level quality control, require an extremely intelligent and well educated wordforce. Because such industries tend to be highly competitive, those that want to retain the loyalty of their scientists and engineers are well advised to identify quickly employees who can make major contributions to the firm and offer them clear paths to career advancement. When Fairchild opened its Management & Career Development Center, the initial focus was on management training. Later, a variety of courses was added for factory supervisors, foremen, and secretaries. In this way, the firm hopes to keep its employees for a longer time. Fairchild also plans to provide similar development courses for new graduates employed in accounting and administration.
Descriptors: Personnel management; Employee development (PER); Training; Career development planning; Job satisfaction ; CASE STUDIES; Business; Education

79002052 ID No: 79002052
Right Person in Right Job Is Key to Success
Greenburg, Herbert M.; Greenberg, Jeanne
Advertising Age v50n2 56 Jan. 8, 1979 Coden: ADVAAQ ISSN 0001-8899 Jrnl Code: ADA
Doc Type: JOURNAL PAPER
A recent study of over 350,000 individuals proved beyond statistical question that four out of five people are in the wrong job. The result is that potentially good agency account executives are working as media planners, while potentially outstanding radio or television station managers are attempting to sell time. They are performing marginally and are frustrated, and their companies inevitably reap reduced profits. Three basic causes can be cited for misemployment: 1. lack of guidance in schools, 2. limited education about real job requirements, and 3. inappropriate hiring criteria. There are two major sources of talent for every company: 1. it is possible that the talent can be found within the company itself, and 2. the talent can be found within the community. There are three important personality qualities that are essential regardless of the product or service a person is selling, and regardless of the level of the position: 1. empathy, 2. ego-drive, and 3. ego-strength. The key is in scrapping invalid hiring criteria and replacing them with the individual's real ability to do the job.
Descriptors: Job satisfaction; Career development planning; Recruitment; Qualifications; Personnel management; Personnel selection; Personnel policies; Job attitudes

79000773 ID No: 79000773
Four Steps to Get Ahead
Kruse, John H.
Management World v7n12 10-12 Dec. 1978 ISSN 0090-3825 Jrnl Code: MWL
Doc Type: JOURNAL PAPER
The future of an employee is dependent to a great extent on the interaction he experiences with his manager. Since today's business world accepts the idea that the young employee can reasonably expect that his firm will give consideration to his professional development, the manager is obliged to monitor the progress of his subordinates with an eye to enhancing their careers. Four steps are suggested whereby the young administrator can encourage his manager to assume this supportive role: 1. Understand what motivates the manager. 2. Decide what type of manager he is (autocrat, bureaucrat, etc.). 3. Change your approach to fit his management style. 4. Enhance your importance. Young employees are admonished not to be afraid to be ambitious about career development. Ambition is harmful only when it injures others. Guidelines toward enhancing the employee's delegate authority, avoiding being a "yes" man, etc.
Descriptors: Guidelines; Managers; Personnel management; Careers; Career development planning; Career advancement; Management styles; Employee development (PER)

153

154

79000641 ID No: 79000641
Women, Resistance to Promotion and Self-Directed Growth
Albrecht, Maryann
Human Resource Mgmt v17n1 12-17 Spring 1978 ISSN 0090-4848 Jrnl Code: HRM
Doc Type: JOURNAL PAPER
In order to aid individuals who fear added responsibility, the problem in training is to change their social orientation to accept and use new skills-not to teach technical skills per se. This problem is especially prevalent among women holding traditional female jobs. In order to find out why some women resist promotions, whether training could help in such circumstances, etc., a survey was conducted of 160 women in various occupations. Findings include: 1. Many women appear not to have integrated work fully into their lives, 2. Refusal to accept a promotion was not found to be significantly related to marital status, education, children, race, etc. 3. Most women cite added responsibility as their main reason for not desiring a promotion. 4. Women appear to have some common training needs such as interpersonal behavior skills, time management skills, and development of technical skills. Self-directed educational material is needed to help women rise to the opportunities offered by promotions. Tables. References.
Descriptors: Human resources; Personnel; Women; ATTITUDES; Career advancement; Training; PROMOTIONS (MAN); Employee development (PER); Female employees; Surveys

79000640 ID No: 79000640
Career Planning in the Organization
Gould, Sam
Human Resource Mgmt v17n1 8-11 Spring 1978 ISSN 0090-4848 Jrnl Code: HRM
Doc Type: JOURNAL PAPER
Career planning approaches suffer from 3 problems: 1. the question of who should participate, 2. lack of participation by employees, and 3. the fact that career planning is often done independently of organizational requirements. An additional shortcoming of many programs is that they are not viewed from a systems approach. The 3 key components of a career planning system are: 1. personnel assessment-selection of those most likely to participate successfully, 2. personnel assessment-determination by employees of career goals through clear self-concepts, and 3. organization assessment-analysis of the path within the organization by which a particular career goal may be reached. Administration of a career planning system involves the simultaneous activities of plan development and joint goal setting. Human resources practitioners must take a systems perspective, and the individual manager must be willing to take the time and energy to develop his subordinates. Figure. References.
Descriptors: Human resources; Personnel management; Careers; Career development planning; Systems approach; Guidelines; Planning; Goal setting

79000639 ID No: 79000639
Does Career Planning Rock the Boat?
Walker, James W.
Human Resource Mgmt v17n1 2-7 Spring 1978 ISSN 0090-4848 Jrnl Code: HRM
Doc Type: JOURNAL PAPER
Career planning is supported by many executives, but at the same time, they fear a formal planning program will have adverse effects such as increasing turnover and making employees' expectations too high. A program is outlined that minimizes the risks and maximizes the chances of obtaining the desired results from career planning. The key appears to be in developing more realistic-not raised-career expectations. Effective planning is characterized by the presentation of facts that stimulate and guide individual training, and the primary aim should be to aid employees in acquiring the skills that are essential for planning their own careers. Implementation of a career planning program involves strategy development, development of necessary resources, pilot introduction, and full introduction. The project must not interrupt the functioning of the organization but rather fit into the plans of the firm. Figures.
Descriptors: Human resources; Personnel management; Careers; Career development planning; Guidelines; Implementations; Programs

79000483 ID No: 79000483
A Job Opening System
Van Almsick, Ginny
Personnel Jrnl v57n12 668 Dec. 1978 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
Due to increasing employee interest in career development and affirmative action requirements, many companies are turning to job opening systems. A job opening system outlines procedures and policies for the internal mobility and promotion of personnel. System characteristics include: 1. system development and orientation, 2. a specific and inclusive job opening notice posted or published, which includes applications and a deadline for filing, 3. a limit to the number of jobs an employee can apply for in one year and other specific employee requirement provisions, 4. thorough application review, interview, decision, and rejection notices or calls. A growing number of firms are developing job opening systems as they have recognized that a well-administered program not only increases turnover, but also increases morale and motivation and, consequently, productivity and profits. In all, by maximizing human resources, companies are also maximizing their return-on-investment on each employee. References.
Descriptors: Job openings; Affirmative action; Career advancement; Internal migration; Human resources; Personnel management; Systems

78017454 ID No: 78017454
Strictly Personal
Pollock, Ted
Production v82n4 103,105 Oct. 1978 Coden: PDTNAG ISSN 0032-9819 Jrnl Code: PRD
Doc Type: JOURNAL PAPER
While being a maverick and not adhering to formal channels can cause problems, if there is a real need to cut through red tape and a manager is sure he can deliver, then the rules should be broken. Care and common sense must be used in breaking the rules, however. Managers may go beyond the requirements of their jobs by: 1. taking the initiative in understanding goals, 2. defining their authority, whether delegated or assigned, and 3. beating the deadlines for performing their jobs. Managers should carefully plan their work and delegate assignments if they find work is piling up too fast, if they have to work nights to catch up, if there is too little time for thinking, if they are pressed in meeting deadlines, etc. Also discussed are suggestions on how to keep good workers, how to get new ideas, and how to increase personal productivity.
Descriptors: Improvements; Guidelines; Managers; Personnel management; TIME MANAGEMENT; Career advancement

78014125 ID No: 78014125
Are Your Professionals Staying Professional?
Beachler, Dean E.; Joswick, David C.; Shubert, R. J.
Personnel Jrnl v57n9 478-483,511 Sept. 1978 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
Without a formal program to keep job descriptions and evaluations current, assure incumbent qualifications, and control staffing profiles, it may be difficult to challenge a company's professionals to maintain a high level of competence. A project was begun at NCR Corp. which involved multiplant quality assurance organizations. The purpose of the project was to: 1. raise the expertise level of engineers, 2. provide up-dated job descriptions and evaluations, and 3. develop staffing profiles to guide human resource development. The implementation plan was developed utilizing a participative management strategy, a common implementation date and a 6-month follow-up analysis. Employee reaction was mixed with most seeing the project as a path for "self-improvement." The quality engineering division evidenced noticeable productivity improvements, and employees began to take advantage of educational opportunities. Management endorsed the project. Charts.
Descriptors: QUALITY ASSURANCE PROGRAM; TECHNICAL PERSONNEL; ENGINEERS; Qualifications; PERSONNEL MANAGEMENT; JOB DESCRIPTIONS; JOB EVALUATION; PROFESSIONAL DEVELOPMENT; CAREER DEVELOPMENT PLANNING; NCR-Dayton Ohio

157

158

DIALOG File15: ABI/INFORM - 71-81/Dec (Copr. Data Courier Inc.) (Item 83 of 117) User 1210 25jan82

78011528 ID No: 78011528
Are P.A. Graduates Any Different? A Preliminary Look at Public Personnel Officials
Thompson, Frank J.
Public Personnel Mgmt. v7n3 198-204 May-June 1978 Coden: PPMNCX ISSN 0091-0260 Jrnl Code: PPM
Doc Type: JOURNAL PAPER
In a comparison of government personnel officials with public administration, business administration, and other graduate backgrounds in terms of their attitudes toward hiring practices and their accomodation to work in the public sector, graduates of public administration programs are much more likely to express a preference for remaining with government, when confronted with an equally well-paying job in private industry. Otherwise, differences among the 3 groups of graduates are minimal. Sociopolitical, organizational, and educational factors help account for the findings. Graduate students, exposed to the socializing forces of public agencies and being indoctrinated to certain values, norms, and behavior patterns, may quickly come to hold common views. Thus, the graduate is reluctant to take employment outside the realm in which he is familiar, accepted, and conditioned. Graduate programs in public administration play an important role in reinforcing student interest in government careers. Tables.
Descriptors: PUBLIC SECTOR; PUBLIC ADMINISTRATION; CAREER DEVELOPMENT PLANNING; GOVERNMENT EMPLOYEES; PERSONNEL MANAGEMENT; RECRUITMENT; HIRING; TECHNIQUES; ATTITUDES; Attitude surveys; MINORITIES; EDUCATION; SPECIALIZATION; BEHAVIOR

78009839 ID No: 78009839
Upward Mobility: The GF Way of Opening Employee Advancement Opportunities
Duval, Betty Ann; Courtney, Roslyn S.
Personnel v55n3 43-53 May-June 1978 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
The Upward Mobility program, designed and implemented at General Foods (GF), eliminated the frustrations and complaints of employees who were unmotivated and/or unchallenged by their positions and by promotional opportunities. Employees in nonexempt jobs are now aware of workable options because they are provided with information about careers, jobs, and how to move and with assistance in career planning and development. The program stresses individual initiative and performance as the requisite for advancing. The career management process consists of 6 steps: 1. registration of interest, 2. self-assessment, 3. exposure to specific jobs and functions, 4. development programs, 5. goal setting, and 6. application for movement. The open information approach is an important element and has provided incentives to motivate the affected work group. An open placement system proved to be effective in generating candidates for jobs. A realistic presentation, portraying the negatives as well as the positives, allows those interested to make better decisions. Charts.
Descriptors: GENERAL FOODS-WHITE PLAINS NY; CAREER DEVELOPMENT PLANNING; EMPLOYEE DEVELOPMENT (PER); PERSONNEL MANAGEMENT; JOB ENRICHMENT; MOTIVATION; JOB SATISFACTION; PROMOTIONS (MAN); CAREER ADVANCEMENT; PLACEMENT; UPWARD MOBILITY; CAREERS; MANAGEMENT

78007975 ID No: 78007975
Career Development: Maximizing Options
Hastings, Robert E.
Personnel Administrator v23n5 58-61 May 1978 Coden: PEADAY ISSN 0031-5729 Jrnl Code: PAD
Doc Type: JOURNAL PAPER
At Cleveland Trust, a major midwest bank, the primary personnel policy seeks the best return for salary and benefit expenditure, while the employee is provided a career path leading to financial reward and growth opportunity. The personnel department has developed a comprehensive system, the Carter Assessment Program, whereby an individual can initiate and pursue a good career match. The company offers a Career Assessment Workshop, complete with booklets, to assess, review, and determine career goals. The program is voluntary, and the employee may continue in the Career Development Program and may even use the Outplacement Service, another service provided at no cost to the employee. To implement these programs, successfully, the bank management had to accept critical factors: 1. not to fear loss of good employees whose best interests could be served elsewhere, and 2. belief that there will be no detrimental effects to productivity.
Descriptors: Clevetrust Corp-Cleveland; Career development planning; PERSONNEL MANAGEMENT; Career advancement; Employee evaluations; SERVICE PROGRAMS; EMPLOYEE COUNSELING (PERS); EMPLOYEE RELATIONS PROGRAMS (PERS)

78007142 ID No: 78007142
The Quadrant Construct: A Conceptual Framework for Mid-Life Career Counseling
Schwartz, Irving R.
Training and Development Jrnl v32n5 50-52 May 1978 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
The quadrant construct is a conceptual framework for mid-life career counseling. Counseling work with middle-aged adults older and persons takes into consideration the client's job setting, his place in the setting, identification of talents and skills, an inventory of interest, and an assessment of school and employment experiences. The quadrants which comprise the map for topology of career development are: 1. personal resources, 2. environmental concerns, 3. life goals, and 4. work opportunities. These are the basic issues to be explored in choosing a career. A technique pioneered by Bernard Haldane over 30 years ago is still widely used today. Clients are helped to identify their skills and attributes by examining experiences from their lives which they consider accomplishments. The most efficient way to predict vocational choice is to ask the person what he or she wants to be. Work must fit into the value system. There is a need to focus on philosophical and psychological aspects of the job. After a process of deliberate decision-making, the client is made aware that he is in charge of his future. Chart.
Descriptors: COUNSELING (PER); Middle-age; Older people; Career development planning; Careers; HUMAN RESOURCES

78006143 ID No: 78006143
Managers Called Crucial to DPer's Career Plans
Beeler, Jeffry
Computerworld v12n14 9 April 3, 1978 Coden: CMPWAB ISSN 0010-4841 Jrnl Code: COW
Doc Type: JOURNAL PAPER
DP managers must be very careful to supply their subordinates with full knowledge of the career paths available to them. Any attempts at hiding dead-end paths will only frustrate the worker and leave him discontented. The management structure of the company and the structure of the computer profession as a whole should be outlined for the employee. Workers should be encouraged to establish realistic career goals. Once these goals are identified, managers should evaluate a worker's skills and abilities to determine if the goals can be met and establish a timetable for advancement. Disaffected workers may require reevaluation of their goals and a new charting of career paths. DP managers must work carefully with their workers to guide them through each step toward their goals. Training should be provided to certain personnel to expand their horizons. Lockheed California offers a wide range of compensation for DP specialists who wish to remain in their current positions.
Descriptors: Data processing; PERSONNEL; Career development planning; Careers; PERSONNEL MANAGEMENT

78005640 ID No: 78005640
Planning Job Progression for Effective Career Development and Human Resources Management
Wellbank, Harry L.; Hall, Douglas T.; Morgan, Marilyn A.; et al.
Personnel v55n2 54-64 March-Apr. 1978 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Three important problems concerning many career development and human resources management systems are: 1. little connection between career planning and development and corporate human resources planning and management, 2. career development activity in classroom settings being unrelated to actual job needs and experiences, and 3. many systems being unnecessarily complex. Sears, Roebuck is developing a new method of job-based career development and human resources management which may resolve these critical problems. Several principles of career development are proposed using job assignment sequences: 1. The most important influences on career development occur on the job. 2. Different jobs demand the development of different skills. 3. Development occurs only when the employee has not yet developed the skills demanded by a particular job. 4. By identifying a rational sequence of job assignments for employees, the time required for skill development can be reduced. It is important to have an objective method of measuring the skills for various jobs and of putting them together in a way that will stimulate growth in desired directions. If used carefully, this system can be a useful way of increasing the employee's self-direction and career fulfillment. It will also provide a more efficient utilization of the organization's human resources. Chart.
Descriptors: Career development planning; Career advancement; HUMAN RESOURCES; PERSONNEL MANAGEMENT; SEARS ROEBUCK-CHICAGO; JOB EVALUATION; Mobility; IMPLEMENTATION; Coordination

78005639 ID No: 78005639
Taking the Mystery Out of Career Development
Fazel, Mohammed
Personnel v55n2 46-53 March-Apr. 1978 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Career development remains a neglected area of concern, stemming from 3 key sources: 1. evaluation of managers on the basis of productivity, not on their development of subordinates, 2. regarding the individual employee's personality as sacrosanct, and 3. giving higher priority to the organization's needs than to employees' goals. The experience of the internal audit division of a large wholesale bank suggests that: 1. Careers can be managed as effectively as budgets, forecasts, and market strategies. 2. A different approach to career development is needed. 3. Successful career development can be achieved by unique leadership skills (management) viewing career development as a daily managerial responsibility. Traditionally, 3 major theories which have influenced most corporate development practices are: 1. WASP approach, 2. decision-making approach, and 3. black-box approach. However, an interactive approach focuses on the ongoing environment as the key determinant of career growth. Six "growth inducers" guided the actions of the internal audit division managers: 1. spread of control, 2. task openness, 3. stream of feedback, 4. buddy system, 5. evaluation by jury, and 6. strategy of the chief. With their continuous stress on developing competence and skill, they are sufficiently general to be applicable to many organizational settings.
Descriptors: Career development planning; INTERACTIVE; PROGRAMS; Innovations; Employees; SUPERVISORS; PERFORMANCE APPRAISAL; TEAMS; PERSONNEL MANAGEMENT

78005638 ID No: 78005638
A Model Career Planning Program
Benson, Philip G.; Thornton, George C. III.
Personnel v55n2 30-39 March-Apr. 1978 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
More and more employees are rejecting traditional concepts of career development, many of which include: 1. inventory of management manpower resources, 2. skills index, 3. assessment programs, and 4. skills inventory system. Emphasizing the company's needs and neglecting the employees' aspirations is becoming an outmoded, failing system of operation. A new direction in career planning, characterized by concern for the employee and enabling employees to control their futures, has: 1. systems to identify motivated skills, 2. life/career development systems, and 3. career action planning. A model career planning program attains 2 goals: 1. It gives employees knowledge about themselves. 2. It leads to increased knowledge to the world of work. It must be tied to organizational realities to provide reasonable alternatives. A successful program consists of 3 phases: preworkshop, workshop, and follow-up. It should encourage employees to consider their own concepts of career planning and assess the degree to which they believe the program is appropriate for them. Such a program is designed to ensure a continual flow of personnel to meet the organization's needs. Organizing a successful program must be a joint responsibility of both employee and employer. Charts.
Descriptors: Career development planning; Models; Goals; PERSONNEL MANAGEMENT; Innovations; Workshops

78005637 ID No: 78005637
Career Development: An Integration of Individual and Organizational Needs
Aplin, John C.; Gerster, Darlene K.
Personnel v55n2 23-29 March-Apr. 1978 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Reasons for implementing a career development program are grouped into 3 categories: 1. increaed government involvement and intervention in employer/employee relations, 2. increased employee stress, and 3. technological advances and innovations within organizations. The purpose of a career development program is to match an employee's career aspirations with the opportunities and challenges available within the company. An effective process is comprised of 3 interrelated phases: 1. assessment, 2. transition or individual development, and 3. integration. The design and implementation of a career development program requires a considerable investment of time and money. Failure to meet critical conditions will diminish the program's success probability: 1. Top management must support career development by providing necessary resources and commitment to career development goals. 2. Career development counselors must have authority to ensure employee confidentiality. 3. Introduction of the program and counseling must be gradual. 4. Career development must have an appropriate position within the organizational hierarchy. Employees and businesses need career development programs. Career development activities: 1. increase employees' chances for career success, 2. reduce cost of career frustration, and 3. help management identify and develop employees' potentials. Chart.
Descriptors: Career development planning; PERSONNEL MANAGEMENT; PROCEDURES; Needs analysis; Employees; Goals

78005636 ID No: 78005636
Who is Responsible for Employee Career Planning?. . .A Personnel Symposium
Personnel v55n2 10-22 March-Apr. 1978 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Where does responsibility for employee career planning rest? Some managers feel that their company is responsible for directing them into a rewarding and satisfying career. Others depend solely on their own incentives and abilities for successful roles in business. A discussion by 8 outstanding companies produced several conclusions. Human resources management being a key issue, most are reasonably satisfied with progress in planning for succession. However, progress in career planning is lacking, and present conclusions are that it is the employee's changes for success. When employees communicate ambition goals, it is easier for companies to acknowledge position openings on a one to 5 year basis. Many employees do not know company policy or potential for advancement. Alert managers can recognize vocationally misplaced employees and restructure their career planning. Management attitudes towards employees who refuse promotions or relocation are generally negative. One company's approach was to: 1. emphasize that each individual should invest in himself, with the company providing opportunities, 2. provide the right to explore job opportunities, 3. provide multiple sources of feedback, and 4. provide employee career discussions, or career planning.
Descriptors: Career development planning; HUMAN RESOURCES; PERSONNEL MANAGEMENT; RESPONSIBILITY ACCOUNTING; Employees; SELF HELP (PEOPLE); Managers; Manypeople; OPINIONS

78005635 ID No: 78005635
Career Planning: Sparks? Yes. Fire? No.
Personnel v55n2 4-9 March-Apr. 1978 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
Results of a questionnaire mailed to 70 top human resources people were that, with 32 responses, 26 had no formal career planning program in their organizations and did. Although some indicated that they planned such program implementation, others had no present plans at all. However, most companies contacted had either counseling programs that include career aspects or provided career information. Others provide training, tuition refund programs, skills bank, and job posting programs and generally supported and encouraged their employees. Thus, despite the lack of formal efforts, something is being done to promote career planning. There are indications that more will be happening in the future. As this survey was general and limited, results were difficult to analyze. It is possible that the career planning movement may be enforced by the government if present forces and trends continue. Companies instituting formal programs, while finding them initially expensive and time-consuming, may benefit in the long run by carefully molding confident, efficient, dedicated employees. It seems that few companies totally ignore employee efforts and ambitions, and all showed, in varying degrees of interest, that some effort toward career planning had been made.
Descriptors: Career development planning; Careers; SURVEYS; PROGRAMS; EMPLOYEE COUNSELING (PER); PERFORMANCE APPRAISAL; PERSONNEL MANAGEMENT

78004740 ID No: 78004740
Careers at the Agency Level
Mitchel, James O.
Managers Magazine v53n3 28-34 March 1978 ISSN 0025-1968 Jrnl Code: MAG
Doc Type: JOURNAL PAPER
A recent phenomenon in management literature has been the formal attention to careers, career guidance, and career development. This trend has been especially appropriate in labor-intensive service industries such as life insurance. What has kindled this interest is the large movement of agents from one company to another. To stop this loss, agencies must start considering people as resources of equal importance to tangibles. Any program of human resources management must involve the individual agency heads, and the quality of the manpower source as well as the quantity must be considered. Supplying the agent with the knowledge of company and agency objectives and strategies helps the agent to see future potential and opportunities. The implementation of a Home Office Career Program should include career conference activities for personal need and goal identification and a supportive climate to provide assistance, assessment of performance and feedback, plus continuous career counselling. Charts. Graphs.
Descriptors: Management; Insurance; PERSONNEL MANAGEMENT; JOB ENRICHMENT; Career development planning; Careers; Insurance agents & brokers

78000989 ID No: 78000989
Developing and Using an In-house Interest Inventory
Barad, Cary B.
Personnel v54n6 57-61 Nov.-Dec. 1977 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
The Social Security Administration tries to provide its 80,000 employees with services aimed at helping them with self-development and career advancement. The human resources team of administration psychologists constructed a work-preference schedule to be used in career planning. Development of the interest inventory was in 3 phases: 1. a content validation phase in which a pool of tentative items were developed through both on-site observations and employee discussions, 2. a scale construction phase in which an experimental form of the inventory was given to 700 employees to scale and assign each item to one of 12 job areas, and 3. a final norming phase in which the participant's likes, dislikes, and unsure responses were quantified. The interest inventory, called the "SSA Career Interest Profile" is used as an aid in career counseling. Charts.
Descriptors: EMPLOYEE COUNSELING (PER); Job attitudes; Measurement; IN HOUSE; Career advancement; SOCIAL SECURITY ADMINISTRATION-US; Employees; PREFERENCES; Career development planning; PERSONNEL MANAGEMENT

78000290 ID No: 78000290
The Emerging Personnel Function
Miller, Edwin L.; Burack, Elmer
MSU Business Topics v25n4 27-32 Autumn 1977 Jrnl Code: BTO
Doc Type: JOURNAL PAPER
The personnel function is gaining new importance as it is influencing the use of personnel and organizational planning and control. Such factors as the economy, education, technology, legislation, and the increasing importance of organizational policy have led to the transformation of the personnel function. The content of the job has changed as the scope of traditional personnel activities has broadened, there has been a refocusing of traditional personnel activities, new functions have been added, and the personnel information system is increasingly used for analysis and integration. New professional accreditation and professional development programs have evolved in response. Future personnel workers will be more involved in strategy and policy development, serve in more specialized roles and be considered executives, and have more authority over line management. More professional development will be required of personnel workers.
Descriptors: PERSONNEL MANAGEMENT; QUALIFICATIONS; Organizational responsibility; Corporate organization; Career development planning; Corporate officers; Organizational behavior; PROFESSIONAL DEVELOPMENT

78000143 ID No: 78000143
Career Management - Focusing on Human Resources
Leach, John
Personnel Administrator v22n9 59-66 November, 1977 Jrnl Code: PAD
Doc Type: JOURNAL PAPER
There are 5 fulcrum requirements of an effective career management system-1. Time-The organization must be prepared to free people's time from operating matters so that they may work in task forces, study groups, and data analysis projects. 2. Budget-A budget for the study builds commitment to develop a strong career management system. 3. Climate-If the climate is one of mutual concern and trust, any career management effort should work. 4. New roles-All parties must be prepared for the new roles that they will play. 5. Communications-Users of the system must understand the various elements. The system's programs and services are designed to increase communications between employees and the organization and may include career intentions surveys, career information systems, career monitoring systems, flexible career pathing, performance appraisal, potentials assessment, career planning, or career development. References. Chart.
Descriptors: Career development planning; HUMAN RESOURCES; EMPLOYEE DEVELOPMEN. (PER); PERSONNEL ADMINISTRATION; PERSONNEL POLICIES; Careers; Management; SYSTEMS

167

163

77012891 ID No: 77012891
CAREER MANAGEMENT - HOW TO MAKE IT WORK
JOSLIN, EDWARD O.
PERSONNEL V54 N4 P65-72 JULY-AUG. 1977 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
PEOPLE ARE, OR SHOULD BE, THE MOST VALUED ASSET OF ANY ORGANIZATION, AND IF THEIR CAREERS ARE MANAGED PROPERLY, THEIR VALUE SHOULD INCREASE. EFFECTIVE CAREER MANAGEMENT REQUIRES THAT THE MANY PERSONNEL PROGRAMS THAT CAN AND SHOULD PLAY A PART IN THIS IMPORTANT PROCESS BE FOCUSED TO DO SO. NORMALLY THE ONLY ASPECT OF CAREER MANAGEMENT THAT IS CONSIDERED IS TRAINING. A NEW METHODOLOGY OF DIFFERENTIAL PERSONAL ATTRIBUTES THAT CAN BE USED TO MAKE CAREER MANAGEMENT WORK IS SUGGESTED. A LIST OF PERSONAL ATTRIBUTES OF EACH JOB SERIES IS ESTABLISHED. THIS LIST BECOMES THE INTEGRATING FACTOR OF ALL THE VARIOUS ASPECTS OF CAREER MANAGEMENT. MANY OF THE FUNCTIONS OF PERSONNEL-MANAGEMENT SUCH AS WRITING POSITION DESCRIPTIONS, SELECTING, PROMOTING, OR TRANSFERRING EMPLOYEES, DETERMINING TRAINING NEEDS, CONDUCTING PERFORMANCE REVIEWS, COUNSELING ON CAREER-DEVELOPMENT, AND DEVISING COMPETENCE TESTING, SHOULD AND COULD USE THE SAME LIST OF ATTRIBUTES. CHARTS.
Descriptors: ASSETS; CAREER DEVELOPMENT PLANNING; CAREERS; CHARTS; COUNSELING (PER); DEVELOPMENT; EMPLOYEES; FACTORS; FUNCTIONS; MANAGEMENT; NEW; PERFORMANCE; PERSONNEL; PERSONNEL MANAGEMENT; PROCESSING; PROGRAMS; REVIEWS; SERIES; TESTING; TRAINING; VALUE; VALUES; WORK; WRITING

77008177 ID No: 77008177
HUMAN RESOURCE PLANNING IN BANKING - EMERGING CONCERNS AND PRACTICES
WALKER, JAMES W.
THE MAGAZINE OF BANK ADMINISTRATION V53 N4 P20-23A APRIL 1977 Coden: MBAAA5 ISSN 0024-9823 Jrnl Code: BAD
Doc Type: JOURNAL PAPER
IN BANKS HUMAN RESOURCE NEEDS GENERALLY SPAN FOUR BASIC PROBLEM AREAS - STAFFING, MANAGEMENT DEVELOPMENT, CAREER DEVELOPMENT, AND PRODUCTIVITY. AN EFFECTIVE PLANNING AND CONTROL PROCESS (PARTICULARLY AT OFFICER AND OTHER EXEMPT SALARIED EMPLOYEE LEVELS) MUST BE USED TO OBTAIN ESTIMATES OF STAFFING REQUIREMENTS AND AVAILABILITY AND INDICATE PROPER STAFFING ACTIONS TO BE TAKEN. BANKS MUST LEARN TO PLAN AHEAD FOR KEY TALENT AND GOOD PATHS OF SUCCESSION IN ORDER TO MAKE THEIR MANAGEMENT DEVELOPMENT PROGRAMS USEFUL AND EFFICIENT. MORE FORMAL (AND PRESUMABLY, MORE OBJECTIVE) SYSTEMATIC PROCESSES FOR MANAGING CAREERS NEED TO BE ADOPTED IN RESPONSE TO NEEDS FOR IMPROVED FLEXIBILITY IN REALLOCATING TALENT, RETAINING AND MOTIVATING GOOD PERFORMERS, AND MEETING AFFIRMATIVE ACTION CRITERIA. TO OVERCOME THE VIEW THAT PERFORMANCE PLANNING AND REVIEW ARE PERFUNCTORY PAPERWORK ACTIVITIES, BANKS NEED TO SUPPLY MANAGERS AND SUBORDINATES WITH DATA ON THEIR ACTUAL ACTIVITY AND FOLLOW UP WITH AIDS.
Descriptors: ACTIVITY; AFFIRMATIVE ACTION; AREAS; AVAILABILITY; BANKING; BANKS; BASIC; CAREER DEVELOPMENT PLANNING; CAREERS; CONTROL; CRITERIA; DATA; DEVELOPMENT; EMPLOYEE; ESTIMATES; FLEXIBILITY; HUMAN RESOURCES; MANAGEMENT; MANAGEMENT DEVELOPMENT; MANAGERS; MEETINGS; OBJECTIVES; ORDERS ; PAPERWORK (RM); PERFORMANCE; PROCESSING; PRODUCTIVITY; PROGRAMS; RESOURCES; SUBORDINATES; SUPPLY

77002619 ID No: 77002619
TOTAL HUMAN RESOURCES DEVELOPMENT SYSTEM IN AT&T
SUTTON, EDWARD S.
TRAINING DEVELOPMEN P4-5 DEVELOPMENT JRNL JAN. 1977 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
AT&T SEES TRAINING AS PART OF SYSTEMS APPROACH TO HUMAN DEVELOPMENT, INTEGRATING TRAINING, DEVELOPMENT, AND THE UTILIZATION OF PEOPLE. SINCE TELECOMMUNICATIONS TECHNOLOGY CHANGES RAPIDLY, THIS COMPANY NEEDS A SOUND SYSTEM OF MANPOWER PLANNING BASED ON DEVELOPING INDIVIDUAL SKILLS AND TALENTS SO PEOPLE CAN PERFORM CURRENT ASSIGNMENTS - AND ACHIEVE CAREER GOALS INVOLVING FUTURE ASSIGNMENTS. AT&T OFFERS CORPORATE POLICY SEMINARS TO TOP AND UPPER MANAGEMENT TO CREATE A CONTINUING REVIEW OF KEY ISSUES, TO PROVIDE A FORUM FOR DISCUSSING THESE ISSUES, AND TO ALLOW FOR A RENEWED SENSE OF COMMON PURPOSE. WITH 80 PERCENT OF ITS EMPLOYEES NEEDING TRAINING, THE COMPANY ANNUALLY SPENDS $500 MILLION ON TRAINING THROUGH REGIONAL SCHOOLS, FAIR SHARE PROGRAMS, SYTEM TRAINING ADVISORY BOARDS, AND CENTRALIZED TRAINING ORGANIZATIONS. RETRAINING PROGRAMS ALLOW WORKERS TO QUALIFY FOR JOBS THEY ASPIRE TO IN THEIR CAREER PLANNING.
Descriptors: ASSIGNMENT; CAREER DEVELOPMENT PLANNING; CAREERS; CENTRALIZED; COMPANIES; CORPORATIONS; DEVELOPMENT; EMPLOYEES; GOALS; HUMAN RESOURCES; INDIVIDUALS; MANAGEMENT; POLICIES; POLICY; PROGRAMS; REGIONAL; RESOURCES; RETRAINING; SCHOOLS; SEMINARS; SENSE; SHARE; SHARES; SKILLS; SOUND; SYSTEMS; SYSTEMS APPROACH; TECHNOLOGY; TOTAL; TOTALS; TRAINING ; UPPER MANAGEMENT; WORKERS; WORKFORCE; WORKFORCE PLANNING

76012422 ID No: 76012422
BETTER PERSONNEL MANAGEMENT THROUGH APPLIED MANAGEMENT SCIENCE
THIE, HARRY J.; LORBEER, ROBERT C
INTERFACES V6 N3 P68-73 MAY 1976 Coden: INFAC4 ISSN 0092-2102 Jrnl Code: TIM
Doc Type: JOURNAL PAPER
PERSONNEL MANAGERS AT THE U.S. ARMY MILITARY PERSONNEL CENTER IN ALEXANDRIA, VA. ARE USING OPERATIONS RESEARCH TECHNIQUES TO ESTABLISH A SYSTEMATIC APPROACH FOR ECONOMICALLY AND EFFICIENTLY ATTRACTING AND RETAINING PROFESSIONAL SOLDIERS, TO UTILIZE THEIR SKILLS, AND TO PROVIDE A FRAMEWORK IN WHICH THEY ARE MOTIVATED TOWARD TOP PERFORMANCE. THE COMPUTER AND RELATED MANAGEMENT-SCIENCE TECHNIQUES CAN AND ARE PROVIDING SUPPORT TO THE INDIVIDUAL SOLDIER IN HIS CAREER-DEVELOPMENT AND PROGRESSION THROUGH THE RANKS OF THE U.S. ARMY. CHARTS. APPENDIX.
Descriptors: ARMY; ARMY-US; CAREER DEVELOPMENT PLANNING; CAREERS; CHARTS; COMPUTERS; DEVELOPMENT; INDIVIDUALS; MANAGEMENT; MANAGEMENT SCIENCE; MANAGERS; MILITARY; OPERATIONS ; OPERATIONS RESEARCH; PERFORMANCE; PERSONNEL; PERSONNEL MANAGEMENT; PROFESSIONAL; PROFESSIONALS; PROGRESSION; RESEARCH ; SCIENCE; SKILLS; VETERANS ADMINISTRATION-US

76010978 ID No: 76010978
LOOK BEFORE YOU LEAP TO TAKE CHARGE OF CAREER-DEVELOPMENT
BECKER, STEPHEN P.
TRAINING V13 N9 P50-52 SEPT. 1976 Coden: TRNGB6 ISSN 0095-5892 Jrnl Code: TBI
Doc Type: JOURNAL PAPER
HAVING YOUR DUTIES EXPANDED TO INCLUDE CAREER-DEVELOPMENT MAY NOT BE AS GREAT AN OPPORTUNITY AS IT SEEMS. CAREER DEVELOPMENT MEANS DIFFERENT THINGS TO DIFFERENT PEOPLE. HUMAN-RESOURCES SPECIALISTS DESCRIBE CAREER DEVELOPMENT AS CAREER COUNSELING WHICH IS PERSON-CENTERED IN ITS APPROACH WITH LITTLE CONCERN ABOUT THE ORGANIZATION. FEW COMPANIES BELIEVE THAT WHAT'S GOOD FOR THE PERSON IS GOOD FOR THE COMPANY. THE COMPANY REALLY WANTS A MANAGERIAL TALENT BANK. ANOTHER DANGER IS ASSUMING RESPONSIBILITY OF THE POSITION WITHOUT BEING GRANTED AUTHORITY. WITHOUT AUTHORITY, YOUR CREDIBILITY AS A PROFESSIONAL GOES RIGHT DOWN THE DRAIN. TO GET MORE AUTHORITY, INSIST THAT, IF THERE IS GOING TO BE A CAREER DEVELOPMENT PROGRAM, ALL PROMOTION DECISIONS WILL BE MADE BY TEAMS. A THIRD DANGER IS THAT YOU WILL COME INTO CONFLICT WITH OTHER PERSONNEL PEOPLE IN YOUR ORGANIZATION, AND WILL BE SEEN AS A THREAT BY THEM.
Descriptors: AUTHORITY; BANKS; CAREER DEVELOPMENT PLANNING; CAREERS; COMPANIES; CONFLICT; COUNSELING (PER); CREDIBILITY; DECISIONS; DECISIONS (LAW); DEVELOPMENT; DUTIES (TARIFFS); HAZARDS; HUMAN RESOURCES; PERSONNEL; PROFESSIONAL; PROFESSIONALS; PROGRAMS; PROMOTIONS; RESOURCES; RESPONSIBILIT-IES; SPECIALISTS; TEAMS; THREATS

171

76007033 ID No: 76007033
HUMAN-RESOURCE PLANNING - MANAGERIAL CONCERNS AND PRACTICES
WALKER, JAMES W.
BUSINESS HORIZONS V19 N3 P55-59 JUNE 1976 Coden: BHORAD ISSN 0007-6813 Jrnl Code: BHO
Doc Type: JOURNAL PAPER
BECAUSE OF AFFIRMATIVE-ACTION PROGRAM REQUIREMENTS AND INCREASED EMPLOYEE INTEREST IN CAREER-DEVELOPMENT, MANAGERS TODAY ARE CONCERNED WITH JOB ASSIGNMENT AND CAREER PROGRESSION. MANAGERS' CONCERNS TODAY ARE BACK TO THE BASICS. ADVANCED APPLICATIONS AND MODELS, SKILLS INVENTORIES AND ELABORATE GOAL-SETTING OR ORGANIZATIONAL CHANGE PROGRAMS SIMPLY DON'T FLY IN THE PRAGMATIC WORLD OF MOST BUSINESSES. RATHER, PRACTICES IN HUMAN-RESOURCE PLANNING TODAY ARE RESPONDING TO THE NEED FOR PRACTICAL, JOB-RELATED ACTIONS THAT CAN BRING VISIBLE RESULTS TO THE MANAGERS WHO MAKE HUMAN-RESOURCE PLANNING HAPPEN. ORGANIZATIONS ARE ADOPTING MORE FORMAL AND PRESUMABLY MORE OBJECTIVE SYSTEMS FOR APPRAISING INDIVIDUAL CAPABILITIES AND POTENTIAL, IDENTIFYING CANDIDATES FOR POSITION VACANCIES AND GUIDING INDIVIDUAL DEVELOPMENT. TOOLS USED ARE APPRAISAL PROGRAMS, ASSESSMENT-CENTERS, JOB POSTING, SKILLS' INVENTORIES AND CAREER-PLANNING TECHNIQUES.
Descriptors: AFFIRMATIVE ACTION; APPLICATIONS; APPRAISAL; ASSIGNMENT; CANDIDATES; CAREER DEVELOPMENT PLANNING; CAREERS; CENTERS; DEVELOPMENT; EMPLOYEE; GOAL SETTING; GOALS; HUMAN RESOURCES; INDIVIDUALS; INTEREST; MANAGERS; MODELS; OBJECTIVES ; POSTING; PROGRAMS; PROGRESSION; RESOURCES; RESULTS; SKILLS; SYSTEMS; VACANCIES; WORLD

76005118 ID No: 76005118
CAREER-DEVELOPMENT - WHO IS RESPONSIBLE
HILL, ALFRED W.
TRAINING & DEVELOPMENT JRNL. V30 N5 P14-15 MAY 1976 Coden: TDEJA7 ISSN 0041-0861 Jrnl Code: STD
Doc Type: JOURNAL PAPER
MANAGEMENT MUST DEMONSTRATE A POSITIVE, SUPPORTIVE ATTITUDE TOWARD EMPLOYEE CAREER-DEVELOPMENT. FURTHER, IT HAS THE RESPONSIBILITY OF DEVELOPING AND COMMUNICATING INTERNAL CAREER OPTIONS. THIS FUNCTION SHOULD RIGHTFULLY BE HANDLED BY PERSONNEL MANAGEMENT SPECIALISTS SUCH AS CAREER PLANNERS AND HUMAN-RESOURCE MANAGERS. SECONDLY, MANAGEMENT MUST DETERMINE THE INDIVIDUAL'S RESPONSIBILITY WITHIN THE ORGANIZATION - AND AN EMPLOYEE SHOULD BE INVOLVED IN THIS DETERMINATION. IN SHORT, EACH EMPLOYEE SHOULD BE DEVELOPED BY MANAGEMENT TO BE HIS/HER OWN CAREER MANAGER - TO DEVELOP AND DISPLAY TALENT TO MAXIMUM ADVANTAGE.
Descriptors: CAREER DEVELOPMENT PLANNING; CAREERS; DEMONSTRATION; DEVELOPMENT; DISPLAYS; EMPLOYEE; FUNCTIONS; HUMAN RESOURCES; INDIVIDUALS; MANAGEMENT; MANAGERS; MAXIMUM; OPTIONS; PERSONNEL; PERSONNEL MANAGEMENT; POSITIVE; RESOURCES; RESPONSIBILITIES; SHORT; SPECIALISTS

172

DIALOG File15: ABI/INFORM - 71-81/Dec (Copr. Data Courier Inc.) (Item 105 of 117) User 1210 25jan82

76004217 ID No: 76004217
SELF-MOTIVATED PERSONAL CAREER-PLANNING - A BREAKTHROUGH IN HUMAN-RESOURCE-MANAGEMENT
WALTER, VERNE
PERSONNEL JRNL V55 N4 P162-167,185 APRIL 1976 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
SELF-MOTIVATED PERSONAL CAREER-PLANNING IS BASED ON THE BELIEF THAT PEOPLE MUST WORK THROUGH THE COMPLEXITY OF CHARTING THEIR OWN CAREERS, RATHER THAN DEPENDING ON SUPERIORS OR EXPERTS FOR ASSESSMENT AND DIRECTION. IT IS A PROCESS OF SELF-ASSESSMENT AND GOAL-SETTING, CONSISTING OF CAREER-ASSESSMENT AND PERSONAL PLANNING EXPERIENCES FOR MANAGEMENT FACILITATORS AND EMPLOYEE PLANNERS, WITH BENEFITS FOR BOTH. THE ORGANIZATION BENEFITS BY DISCOVERY OF PERSONS WITH CAREER POTENTIAL, DEVELOPMENT OF A HIGHLY MOTIVATED WORK-FORCE BY INTEGRATION OF ORGANIZATIONAL GOALS, INCREASED EFFECTIVENESS THROUGH THE OPTIMUM USE OF PEOPLE, AND ENHANCED PARTICIPATION AND INTERACTION OF PEOPLE. THE EMPLOYEE PLANNERS BENEFIT BY LEARNING TO IDENTIFY PERSONAL STRENGTHS AND TO MAKE REALISTIC CAREER PLANS, LEARNING HOW TO FOLLOW THROUGH ON CAREER OPPORTUNITIES, AND INCREASING VISIBILITY FOR PROMOTION. EXHIBITS
Descriptors: BENEFITS; CAREER DEVELOPMENT PLANNING; CAREERS; DEVELOPMENT; EMPLOYEE; EXHIBITS; EXPERTS; FORCE; GOAL SETTING; GOALS; HUMAN RESOURCES; INTEGRATION; MANAGEMENT; OPTIMUM; PARTICIPATION; PROCESSING; PROMOTIONS; RESOURCE MANAGEMENT; RESOURCES; SUPERIORS; WORK; WORKFORCE

76003185 ID No: 76003185
SELF-MOTIVATED PERSONAL CAREER-PLANNING - A BREAK-THROUGH IN HUMAN-RESOURCE MANAGEMENT - PART I
WALTER, V.
PERSONNEL JOURNAL V55 N3 P112-115,136 MAR. 1976 Coden: PEJOAA ISSN 0031-5745 Jrnl Code: PEJ
Doc Type: JOURNAL PAPER
MILLIONS OF PEOPLE IN THE WORK-FORCE EXPERIENCE SOME DEGREE OF ALIENATION, ANXIETY, AND CONFUSION ABOUT DIRECTING THEIR CAREERS IN CONSTRUCTIVE AND PERSONALLY GRATIFYING WAYS. EMPLOYEES WANT TO FEEL THAT THROUGH THEIR WORK THEY CAN DEVELOP THE BEST IN THEM AND REALIZE THEIR POTENTIAL. YET THERE EXIST MANY BARRIERS BLOCKING THE DISCOVERY AND DEVELOPMENT OF PRODUCTIVE TALENT. MANAGERS HAVE A GREAT DEAL OF INFLUENCE OVER THE QUALITY OF TALENT THAT EMERGES IN THEIR EMPLOYEES, AND YET MANY STILL FUNCTION AS THOUGH RULES AND REGULATIONS TAKE PRECEDENCE OVER EMPLOYEE NEEDS AND EXPECTATIONS. EMPLOYEES CAN ERECT BARRIERS TO THEIR OWN DEVELOPMENT, ALSO, BY SUCH MEANS AS AVOIDING SELF KNOWLEDGE TO AVOID RESPONSIBILITY, BY COMPLACENCY, AND BY SUBMITTING TO THE ILLUSION OF SUCCESS. SELF-MOTIVATED PERSONAL CAREER-PLANNING CAN OFFER AN IMPETUS TO THE CREATION OF ON GOING SELF-REALIZATION AND GROWTH FOR THE EMPLOYEE NOT REALIZING HIS POTENTIAL.
Descriptors: ALIENATION; ANXIETIES; BARRIERS; CAREER DEVELOPMENT PLANNING; CAREERS; DEVELOPMENT; EMPLOYEE; EMPLOYEES; ERECT; EXPECTATIONS; FORCE; FUNCTIONS; GROWTH; HUMAN RESOURCES; MANAGEMENT; MANAGERS; OVER; REALIZATION; REGULATIONS; RESOURCE MANAGEMENT; RESOURCES; RESPONSIBILITIES; RULES; SUCCESS; WORK; WORKFORCE

76002030 ID No: 76002030
CLEARING THE WAY FOR THE GROWTH OF WOMEN SUBORDINATES
ROSENBERG, DEANNE
SUPERVISORY MANAGEMENT V21 N1 P9-12 JAN. 1976 Coden: SPMNAU ISSN 0039-5919 Jrnl Code: SPM
Doc Type: JOURNAL PAPER
FOR YEARS, WOMEN IN BUSINESS WHO HAVE ASPIRED TO ANY POSITION HIGHER THAN PRIVATE SECRETARY OR ADMINISTRATIVE ASSISTANT HAVE HAD TO JUMP MUCH HIGHER HURDLES THAN MEN, HAVE BEEN GIVEN LITTLE TRAINING TO HELP THEM CLEAR THOSE HURDLES, AND HAVE BEEN EXPECTED TO RUN THE RACE WHILE CHAINED TO A TYPEWRITER AND COPY MACHINE. HOWEVER, SOME COMPANIES HAVE SEEN THE VERY REAL ADVANTAGES OF DEVELOPING AND USING ALL HUMAN-RESOURCES, GOVERNMENT PRESSURE HAS FORCED OTHER BUSINESSES TO PRACTICE EQUAL-OPPORTUNITY EMPLOYMENT AND SOME BUSINESSES ARE FRUSTRATED BY THESE RULES. THE BASIC AREAS TO BE CHECKED IN MAKING SURE THAT WOMEN ARE RECEIVING EQUAL CONSIDERATION AS MEN ARE JOB-DESCRIPTIONS ADDED RESPONSIBILITIES, CAREER PLANNING, PERFORMANCE, AND MANAGEMENT'S VIRILE IMAGE. EVENTUALLY, THE SUCCESSFUL WOMAN MANAGER WILL BE ACCEPTED, BUT SUCH ACCEPTANCE WILL TAKE TIME. HOWEVER, IT WILL BE EASIER FOR HER IF SHE REALIZES THE TRUE NATURE OF THE SITUATION.
Descriptors: ADMINISTRATION; AREAS; ASSISTANTS; BASIC; BUSINESS; CAREER DEVELOPMENT PLANNING; CAREERS; COMPANIES; EMPLOYMENT; EQUAL; GOVERNMENT; GROWTH; HUMAN RESOURCES; IMAGE; JOB DESCRIPTIONS; MANAGERS; MEN; NATURE; PERFORMANCE; PRESSURE; PRIVATE; RESOURCES; RESPONSIBILITIES; RULES; SECRETARIES; SUBORDINATES; TIME; TRAINING; TYPEWRITERS; WOMEN; YEARS

76000703 ID No: 76000703
HOW ONE COMPANY MANAGES ITS HUMAN-RESOURCES
BRIGHT, W.E.
HARVARD BUSINESS RE VIEW V54 N1 P81-93 JAN./FEB. 1976 Coden: HABRAX ISSN 0017-8012 Jrnl Code: HBR
Doc Type: JOURNAL PAPER
THE HISTORY IS PRESENTED OF THE HUMAN-RESOURCE PLANNING SYSTEM OF THE UNION OIL COMPANY, DETAILING HOW WELL EACH PART OF THE SYSTEM WORKS, TROUBLE SPOTS THE FIRM HAS IDENTIFIED IN SETTING IT UP, AND WHAT THE FIRM HAS GAINED AS A RESULT OF THE PROGRAM. THERE ARE 5 ELEMENTS OF THE SYSTEM - 1. GATHERIMG PERTINENT EMPLOYEE INFORMATION IN A WAY THAT IT IS EASILY ACCESSIBLE, 2. KEEPING THE INFORMATION UP TO DATE, 3. USING MANPOWER FORECASTS TO SMOOTH RECRUITING ACTIVITIES, 4. PLANNING SUCCESSION AND CAREER-DEVELOPMENT PROGRAMS, AND, 5. BRINGING EACH PART INTO LINE WITH ORGANIZATION NEEDS AS THEY CHANGE FROM YEAR TO YEAR. PROFITING FROM THE LIMITATIONS OF THE SYSTEM, AS WELL AS ITS STRENGTHS, UNION OIL IS NOW FORGING THE VITAL LINK BETWEEN HUMAN-RESOURCE-MANAGEMENT AND THE WIDER AIMS OF THE CORPORATION. THE FIRM HAS BEGUN TO INTEGRATE HUMAN-RESOURCE-PLANNING INTO ITS STRATEGIC CORPORATE-PLANNING PROCESS. CHARTS - GRAPHS
Descriptors: ACTIVITY; CAREER DEVELOPMENT PLANNING; CAREERS; CHARTS; COMPANIES; CORPORATE PLANNING; CORPORATIONS; DEVELOPMENT; ELEMENTS; EMPLOYEE; FIRMS; FORECASTING; FORGING; GRAPHS; HUMAN RESOURCES; INFORMATION; MANAGEMENT; OIL; OIL COMPANIES; PROCESSING; PROGRAMS; RESOURCE MANAGEMENT; RESOURCES; RESULTS; SYSTEMS; UNIONS; WORKFORCE; YEARS

75011634 ID No: 75011634
HUMAN-RESOURCE ACCOUNTING FOR CPA FIRMS
FLAMHOLTZ, ERIC; LUNDY, TODD S
THE CPA V45 N10 P45-51 OCT. 1975 Coden: CPAABS ISSN 0094-2049 Jrnl Code: CPA
Doc Type: JOURNAL PAPER
A SYSTEM IS DESCRIBED FOR THE PERIODIC MEASUREMENT AND REPORTING OF THE VALUE OF PEOPLE IN A PROFESSIONAL ORGANIZATION. THE FOLLOWING ARE FOUR BASIC MANAGEMENT USES OF THE INFORMATION PROVIDED BY THE HRA SYSTEM - EVALUATION OF MANAGEMENT'S DEVELOPMENT OF THE FIRM'S HUMAN RESOURCES, INDIVIDUAL CAREER PLANNING, HUMAN-RESOURCE PLANNING, AND PLANNING AND EVALUATING THE EXPECTED CONTRIBUTION OF DIFFERENT SERVICE STATES TO THE FIRM, AND DIFFERENT OFFICES TO THE FIRM IN DEVELOPING HUMAN RESOURCES. THE HRA SYSTEM DESCRIBED SHOULD BE OF INTEREST TO CPA FIRMS, ESPECIALLY LARGER ORGANIZATIONS. IN ADDITION, THE EXPERIENCE GAINED IN DEVELOPING HRA FOR A CPA FIRM'S NEEDS MAY SUGGEST APPLICATIONS TO OTHER TYPES OF ORGANIZATIONS, ESPECIALLY SERVICE FIRMS. THUS, CPA FIRMS SHOULD VIEW HRA FOR ITS POSSIBILITIES IN IMPROVING THEIR OWN MANAGEMENT AND AS A POTENTIAL PRODUCT FOR CLIENTS USE. CHARTS
Descriptors: ADDITIONS; APPLICATIONS; BASIC; CAREER DEVELOPMENT PLANNING; CAREERS; CHARTS; CLIENTS; CONTRIBUTIONS; CPA'S; DEVELOPMENT; FIRMS; HUMAN RESOURCE ACCOUNTING; HUMAN RESOURCES; INDIVIDUALS; INFORMATION; INTEREST; MANAGEMENT; MEASUREMENT; OFFICES; PRODUCTS; PROFESSIONAL; PROFESSIONALS; RESOURCES; SERVICES; STATES; SYSTEMS; VALUE; VALUES

75002470 ID No: 75002470
THE EXPANDING ROLE OF THE PERSONNEL FUNCTION
FOULKES, FRED
HARVARD BUSINESS RE VIEW V53 N2 P71-84 MAR.-APRIL 1975 Coden: HABRAX ISSN 0017-8012 Jrnl Code: HBR
Doc Type: JOURNAL PAPER
THE PERSONNEL FUNCTION HAS TOO LONG BEEN DOWN-GRADED. CAPABLE PERSONNEL PEOPLE NEED TO BE PLACED IN HIGH LEVELS OF THE ORGANIZATION AND HAVE ENOUGH POWER TO BE EFFECTIVE. THEY SHOULD BE REPRESENTED ON THE BOARD-OF-DIRECTORS. THE NEW APPROACH TO THE PERSONNEL FUNCTION MUST DEVELOP EXPERTISE IN THE FOLLOWING HUMAN-RESOURCE ACTIVITIES. THEY SHOULD CONDUCT ATTITUDE SURVEYS AND OTHER APPROACHES THAT WILL DETER MORALE PROBLEMS. THEY SHOULD CREATE A MORE FLEXIBLE WORK WEEK, IF NEEDED, AND CREATE A BETTER WORK LIFE IN TERMS OF THE NUMBER OF YEARS WORKED FOR EMPLOYEES. PERSONNEL DIRECTORS SHOULD GIVE MORE ATTENTION TO IMPROVING JOB-DESIGN AND THE QUALITY OF WORKING LIFE. THEY NEED TO BE INVOLVED IN CAREER PLANNING AND DEVELOPMENT, AS WELL AS CONCERNED WITH PAY AND BENEFITS. FINALLY, PERSONNEL MANAGERS SHOULD DEVELOP SUPPLEMENTAL USES OF THE WORKPLACE, AS COMPANY-SPONSORED ACTIVITIES.
Descriptors: ACTIVITY; ATTENTION; ATTITUDE SURVEYS; BENEFITS; CAREER DEVELOPMENT PLANNING; CAREERS; COMPANIES; DESIGN; DESIGNS; DEVELOPMENT; DIRECTORS; EMPLOYEE MORALE; EMPLOYEES; FUNCTIONS; HIGH; HUMAN RESOURCES; MANAGERS; MOTIVATION; NEW; PERSONNEL; PERSONNEL MANAGEMENT; POWER; PROBLEMS; RESOURCES; ROLES; SURVEYS; WAGES & SALARIES; WORK; WORKWEEKS; YEARS

75000752 ID No: 75000752
KEEPING UP WITH ORGANIZATIONAL CHANGE
SNEATH, FRANK
PERSONNEL MANAGEMENT V6 N10 P 44-47 OCT., 1974 Coden: PTMABL ISSN 0048-346X Jrnl Code: PMA
Doc Type: JOURNAL PAPER
PERSONNEL-MANAGERS SUFFER FROM ACUTE FRUSTRATION IN CARRYING OUT THEIR ROLES DURING PERIODS OF PLANNED CHANGE. FRUSTRATIONS ARISE FROM LACK OF INFLUENCE WITH TOP-MANAGEMENT AND LINE-MANAGERS, FROM THE CONFLICT-OF-INTERESTS INHERENT IN THE PERSONNEL-FUNCTION AND FROM LACK OF ADEQUATE TECHNIQUES TO COPE WITH UNSTABLE SITUATIONS AND WITH INDIVIDUAL EMPLOYEES NEEDING SPECIAL HELP. WELL-TRIED PERSONNEL-PROCEDURES LOSE THEIR 'CUTTING EDGE' IN CONDITIONS OF CHANGE BECAUSE OF THE METHODS THEMSELVES, TECHNOLOGIES AND ORGANIZATIONAL-STRUCTURE. PERSONNEL MANAGERS WILL NEED TO LEARN ABOUT OVERHAULING EXISTING TECHNOLOGIES AND DEVISING NEW ONES. THEY WILL NEED TO LEARN ABOUT RECENT ADVANCES IN GROUP-METHODS, COUNSELING AND CAREER-DEVELOPMENT, AND DEVELOP BETTER PRACTICAL TOOLS OF ANALYSIS AND DIAGNOSIS. THEY WILL LEARN TO IMPROVISE, TO SURVIVE AND OPERATE SUCCESSFULLY IN CONDITIONS OF UNCERTAINTY.
Descriptors: ADVANCES; ANALYSIS; CAREER DEVELOPMENT PLANNING; CAREERS; CONFLICT; COUNSELING (PER); DEVELOPMENT; EMPLOYEES; FRUSTRATIONS; FUNCTIONS; GROUPS; INDIVIDUALS; MANAGEMENT; MANAGERS; METHODS; NEW; PERSONNEL; PERSONNEL MANAGEMENT; PROCEDURES; ROLES; UNCERTAINTY

73005758 ID No: 73005758
THE PERSONNEL MANAGER'S FRONT-LINE ROLE IN THE MARKETING FIELD
OSGOOD, DONALD W.
PERSONNEL V50 N6 P41-46 NOV-DEC 73 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
THE FRONT-LINE PERSONNEL MANAGER SHOULD DEVELOP HIS SKILLS IN CONSULTING. HE SHOULD BECOME A BUFFER, AN INTERPRETER, AN EDUCATOR, AN INNOVATOR OF POLICY, AND LAST OF ALL A MANAGER. MARKETING ORGANIZATIONS ALREADY HAVE A SIGNIFICANT NUMBER OF THEM AMONG THE BENEFITS TO AN ORGANIZATION THAT TRIES THE FRONT-LINE PERSONNEL APPROACH ARE THESE - CAREER DEVELOPMENT FOR FIELD PEOPLE AND FOR PERSONNEL ITSELF, POLICY RENEWAL FOR THE HOME OFFICE THROUGH AN UNDERSTANDING OF WHAT REALLY GOES ON OUT THERE, AND AN APPRECIATION IN THE BRANCH OFFICES OF A 'PERSONAL' PERSONNEL APPROACH FROM HEADQUARTERS. THE COMPANY THAT THROWS AWAY ITS PERSONNEL BINOCULARS IN FAVOR OF A FRONT-LINE PERSONNEL APPROACH WILL DISCOVER MORE.
Descriptors: BENEFITS; BRANCHES; CAREER DEVELOPMENT PLANNING; CAREERS; COMPANIES; CONSULTANTS; DEVELOPMENT; MANAGERS; MARKETING; OFFICES; PERSONNEL; PERSONNEL MANAGEMENT; POLICIES; POLICY; RENEWALS; ROLES; SKILLS

73001780 ID No: 73001780
FULL UTILIZATION OF WOMEN IN EMPLOYMENT, THE PROBLEM AND AN ACTION PROGRAM
SLEVIN, DENNIS
HUMAN RESOURCE MANAGEMENT V 12 N 1 P 25-32 SPR 73 ISSN 0090-4848 Jrnl Code: HRM
Doc Type: JOURNAL PAPER
RECENT FEDERAL LAWS AND ENFORCEMENT AGENCIES HAVE PLACED PRESSURE ON PERSONNEL MANAGERS TO COME UP WITH INNOVATIVE PROGRAMS FOR HIRING AND PROMOTING WOMEN. ORGANIZATIONS ARE FEELING THEIR WAY AND NEED SOME GUIDELINES TO PLAN THE SPECIFIC DETAILS IN IMPLEMENTING A PROGRAM. THE FOCUS HAS BEEN TWOFOLD - TO ELIMINATE EARLY SOCIAL-ROLE STEREOTYPING THAT RESULTS IN NONAGGRESSIVE NONACHIEVING ROLES FOR WOMEN, AND TO ELIMINATE JOB DISCRIMINATION. CAREER PLANNING IS A LONG-TERM SOLUTION. THE SHORTER TERM PROGRESS WILL COME THROUGH FIRMS, GOVERNMENT AGENCIES AND OTHER ORGANIZATIONS. AN ACTION PROGRAM THAT LOOKS AT THE TOTAL PERSONNEL SYSTEM IS DESCRIBED AND A CHECKLIST WHICH HIGHLIGHTS THE NECESSARY STEPS AND PRIORITIES IN ANY PLAN IS INCLUDED. D. D.
Descriptors: AGENCIES; CAREER DEVELOPMENT PLANNING; CAREERS; DISCRIMINATION; EARLY; EMPLOYMENT; FEDERAL; FIRMS; FOCUS; FULL; GOVERNMENT; GOVERNMENT AGENCIES; GUIDELINES; HIRING; MANAGERS; PERSONNEL; PERSONNEL MANAGEMENT; PRESSURE; PRIORITIES; PROGRAMS; PROGRESS; RESULTS; ROLES; SOCIAL; SOLUTIONS; SYSTEMS; TOTAL; TOTALS; WOMEN

73001549 ID No: 73001549
EMPHASIZING THE CAREER PLANNING PROCESS
LEIDER, RICHARD J.
BURROUGHS CLEARING HOUSE V 57 N 7 P 50,58 APR 73 Coden: BCLHAZ Jrnl Code: BCH
Doc Type: JOURNAL PAPER
AN IMPLICIT OBJECTIVE OF HUMAN-RESOURCE MANAGEMENT IS TO INTEGRATE INDIVIDUAL GOALS WITH ORGANIZATIONAL GOALS. CENTRAL TO THIS INTEGRATION IS CAREER PLANNING. PROVIDING BANK EMPLOYEES AN OPPORTUNITY TO PLAN SIGNIFICANT SEGMENTS OF THEIR CAREERS WITH ORGANIZATION SUPPORT AND GUIDANCE CAN LEAD TO GREAT SELF-ACTUALIZATION FOR INDIVIDUALS AND MORE EFFECTIVE USE OF TALENTS FOR THE ORGANIZATION. RELATIVELY FEW ORGANIZATIONS ARE PROVIDING THESE OPPORTUNITIES. PROGRAMS SUCH AS MBO, PROGRAM PLANNING AND BUDGETING, LONG-RANGE PLANNING, ETC., HAVE STRESSED THE NEED TO GIVE DIRECTION AND PREDICTABILITY. A PLANNED CAREER PLANNING PROGRAM IS BASED ON THE PRE-● MISE THAT THE EMPLOYEE KNOWS WHERE HE IS GOING, HIS POTEN-● TIAL FOR GETTING THERE AND HOW TO GO ABOUT ACHIEVING PER-● SONAL LONG-RANGE OBJECTIVES. S. S.
Descriptors: BANKS; BUDGETING; CAREER DEVELOPMENT PLANNING; CAREERS; CENTRAL; EMPLOYEE; EMPLOYEES; GOALS; HUMAN RESOURCES; INDIVIDUALS; INTEGRATION; MANAGEMENT; MANAGEMENT BY OBJECTIVES; OBJECTIVES; PROCESSING; PROGRAM PLANNING; PROGRAMS; RESOURCE MANAGEMENT; RESOURCES

DIALOG File15: ABI/INFORM - 71-81/Dec (Copr. Data Courier Inc.) (Item 115 of 117) User 1210 25jan82

73001177 ID No: 73001177
INDIVIDUAL CAREER PLANNING
WALKER, JAMES W.
BUSINESS HORIZONS V 16 N 1 P 65-72 FEB 73 Coden: BHORAD ISSN 0007-6813 Jrnl Code: BHO
Doc Type: JOURNAL PAPER
PERSONAL CAREER EXPECTATIONS HAVE RISEN, AND MORE INDIVIDUALS ARE SHOWING INITIATIVE AND DEMANDING CAREER OPPORTUNITIES. TURNOVER IS INCREASING, AND WHITE-COLLAR UNIONS HAVE BEEN SUGGESTED. THE AUTHOR SUGGESTS THAT MANAGERS PROVIDE ADEQUATE SUPPORT AND GUIDANCE FOR INDIVIDUAL CAREER PLANNING THROUGH HUMAN RESOURCE PLANNING AND DEVELOPMENT. CAREER PLANNING BEGINS WITH CHOICES CONCERNING OCCUPATION AND ORGANIZATION, THE JOB ASSIGNMENT, PERFORMANCE AND DEVELOPMENT, AND, ULTIMATELY, RETIREMENT. MANAGEMENT SUPPORTS THESE CHOICES THROUGH THE WAY IT ATTRACTS, RECRUITS, AND ORIENTS NEW TALENT, MATCHES INDIVIDUAL INTERESTS AND TALENTS WITH OPPORTUNITIES, HELPS INDIVIDUALS PERFORM EFFECTIVELY AND DEVELOP THEIR CAPABILITIES, AND HELPS IN-● DIVIDUALS PREPARE FOR A SATISFYING, SECURE RETIREMENT. THE AUTHOR OFFERS SEVERAL GUIDELINES FOR INFLUENCING CAREER BE-● HAVIOR, THE CORE OF THE HUMAN RESOURCE MANAGEMENT PROCESS. S. S.
Descriptors: ASSIGNMENT; AUTHORS; CAREER DEVELOPMENT PLANNING; CAREERS; CHOICES; CORES; DEVELOPMENT; EXPECTATIONS; GUIDELINES; HUMAN RESOURCES; INDIVIDUALS; INITIATIVES; MANAGEMENT; MANAGERS; NEW; OCCUPATIONS; PERFORMANCE; PROCESSING; RESOURCE MANAGEMENT; RESOURCES; RETIREMENT; TURNOVER; UNIONS

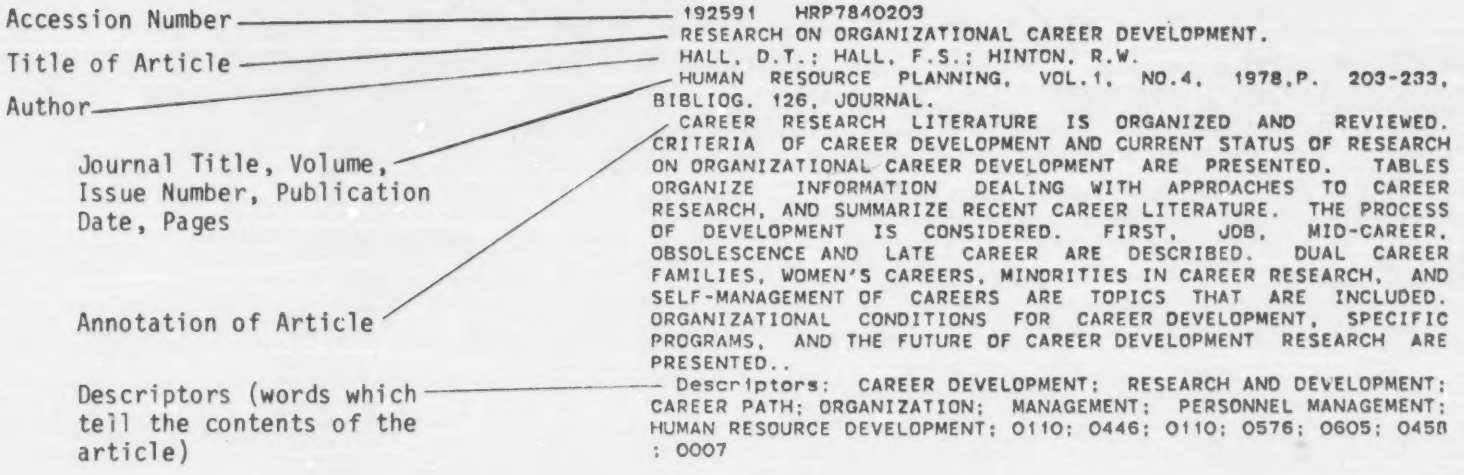
73000983 ID No: 73000983
CAREER PLANNING AND EDUCATION FOR DATA PROCESSING
MATHIESON, WILLIAM D.; BROWN, PATRICK S. E
DATA MANAGEMENT V 11 N 3 P 17-18,21 MAR 73 Coden: DTAMBZ ISSN 0022-0329 Jrnl Code: DMG
Doc Type: JOURNAL PAPER
THE NAME OF THE GAME IS PEOPLE - THE MANAGEMENT OF HUMAN RESOURCES. AS EDP EQUIPMENT IS BEING EMPLOYED BY MORE AND MORE BUSINESS AND INDUSTRIAL FIRMS, THE SUCCESS OR FAILURE OF THE EQUIPMENT USE BECOMES A PARAMOUNT MANAGEMENT RESPONSIBILITY. A PROGRAM INCLUDING THE FOLLOWING PROCEDURES WILL FACILITATE GETTING DATA-PROCESSING DEPARTMENTS ON-LINE WITH THE ORGANIZATION. 1. ARRANGE REGULAR EMPLOYEE REVIEWS. 2. IMPLEMENT CAREER PLANNING AND ACTIVELY ENCOURAGE EDUCATIONAL AND EXPERIENCE DIVERSIFICATION. 3. ESTABLISH PERFORMANCE OBJECTIVES. 4. ESTABLISH A SALARY STRUCTURE WHICH RECOGNIZES ACHIEVEMENT NOT JUST SENIORITY. 5. ESTABLISH TRANSFER PROCEDURES WHICH ENSURE THAT PERSONNEL ROTATE TO OTHER DEPARTMENTS AND GAIN BROADER EXPOSURE. 6. BEGIN TRAINING REPLACEMENTS SO PEO"E CAN BE ADVANCED. D.
Descriptors: BUSINESS; CAREER DEVELOPMENT PLANNING; CAREERS; DATA; DATA PROCESSING; DIVERSIFICATION; EDUCATION; EMPLOYEE; EQUIPMENT; EXPOSURE; FIRMS; GAINS; GAMES; HUMAN RESOURCES; INDUSTRIAL; MANAGEMENT; OBJECTIVES; ONLINE (DP); PERSONNEL; PROCEDURES; PROCESSING; PROGRAMS; REPLACEMENTS; RESOURCES; RESPONSIBILITIES; REVIEWS; SENIORITY; SUCCESS; TRAINING; TRANSFER; TRANSFERS; WAGES & SALARIES

72002663 ID No: 72002663
MANAGING THE JOINING-UP PROCESS
KOTTER, JOHN P.
PERSONNEL VOL 49 NO 4 P 46-52 J/A 72 Coden: PSNLAH ISSN 0031-5702 Jrnl Code: PER
Doc Type: JOURNAL PAPER
THE INITIATION PERIOD AFTER A PERSON JOINS AN ORGANIZATION IS EXTREMELY IMPORTANT TO BOTH HIM AND THE ORGANIZATION, BUT IT IS ALL TOO OFTEN MISMANAGED BY THOSE RESPONSIBLE FOR HUMAN RESOURCES, WITH COSTLY RESULTS IN TERMS OF WASTED HUMAN POTENTIAL AND MONEY. RECOGNIZING THESE NEGATIVE POSSIBILITIES, ONE CORPORATE TASK FORCE RECENTLY UNDERTOOK AN ORGANIZATIONAL IMPROVEMENT EFFORT. THE TASK FORCE IDEN-● TIFIED TEN DIFFERENT PROBLEM AREAS IN THE CURRENT JOINING UP PROCESS, WITH THE LAST FOUR AS CONSEQUENCES OF THE FIRST SIX - COACHING AND LEADERSHIP SKILLS OF THE SUPERVISOR, FIRST PROJECT, RELATIONSHIP BETWEEN THE SUPERVISOR AND NEW EMPLOYEE, PERFORMANCE CRITERIA, REWARD SYSTEM, FEEDBACK, ROLES OF THE NEW EMPLOYEES BOSSES, SALARY ADMINISTRATION, TRANSFER POLICY AND CAREER DEVELOPMENT, UNDERSTANDING UPPER-ECHELON DECISION MAKING. G. G.
Descriptors: ADMINISTRATION; AREAS; CAREER DEVELOPMENT PLANNING; CAREERS; CORPORATIONS; CRITERIA; DECISIONS; DEVELOPMENT; EMPLOYEE; EMPLOYEES; FORCE; HUMAN RESOURCES; IMPROVEMENTS; MONEY; NEGATIVE; NEW; NEW EMPLOYEES; PERFORMANCE ; POLICIES; POLICY; PROCESSING; PROJECTS; RESOURCES; RESULTS; ROLES; SKILLS; SYSTEMS; TASK FORCES; TRANSFER; TRANSFERS; WAGE & SALARY ADMINISTRATION; WAGES & SALARIES

179

180

FORMAT OF
MANAGEMENT CONTENTS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192591 HRP7840203
RESEARCH ON ORGANIZATIONAL CAREER DEVELOPMENT.
HALL, D.T.; HALL, F.S.; HINTON, R.W.
HUMAN RESOURCE PLANNING, VOL.1, NO.4, 1978,P. 203-233, BIBLIOG. 126, JOURNAL.
CAREER RESEARCH LITERATURE IS ORGANIZED AND REVIEWED. CRITERIA OF CAREER DEVELOPMENT AND CURRENT STATUS OF RESEARCH ON ORGANIZATIONAL CAREER DEVELOPMENT ARE PRESENTED. TABLES ORGANIZE INFORMATION DEALING WITH APPROACHES TO CAREER RESEARCH, AND SUMMARIZE RECENT CAREER LITERATURE. THE PROCESS OF DEVELOPMENT IS CONSIDERED. FIRST, JOB, MID-CAREER, OBSOLESCENCE AND LATE CAREER ARE DESCRIBED. DUAL CAREER FAMILIES, WOMEN'S CAREERS, MINORITIES IN CAREER RESEARCH, AND SELF-MANAGEMENT OF CAREERS ARE TOPICS THAT ARE INCLUDED. ORGANIZATIONAL CONDITIONS FOR CAREER DEVELOPMENT, SPECIFIC PROGRAMS, AND THE FUTURE OF CAREER DEVELOPMENT RESEARCH ARE PRESENTED..
Descriptors: CAREER DEVELOPMENT; RESEARCH AND DEVELOPMENT; CAREER PATH; ORGANIZATION; MANAGEMENT; PERSONNEL MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; 0110; 0446; 0110; 0576; 0605; 0458 : 0007

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Descriptors: CAREER DEVELOPMENT; RESEARCH AND DEVELOPMENT; CAREER PATH; ORGANIZATION; MANAGEMENT; PERSONNEL MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; 0110; 0446; 0110; 0576; 0605; 0458 ; 0007

192574 GA081N0071
AN INTEGRATED APPROACH TO HUMAN RESOURCE MANAGEMENT.
PERNICK, R.
GAO REVIEW, VOL.16, NO.2, SPRING 1981, P. 71-78,BIBLIOG. 20, JOURNAL.
CHANGES IN LAWS AND SOCIETY GREATLY AFFECT THE WORKFORCE AND PERSONNEL MANAGEMENT POLICIES. HUMAN RESOURCE MANAGEMENT (HRM) IS A MANAGERIAL ATTITUDE SEEKING TO IMPROVE EMPLOYEE PRODUCTIVITY AND ENHANCE THE QUALITATIVE ASPECTS OF THE WORK PLACE. THE HRM SYSTEM OF THE GOVERNMENT ACCOUNTING OFFICE (GAO) IS DESCRIBED. IT SEEKS TO APPRAISE JOB SATISFACTION, CAREER PATHS, HIRING PRACTICES, AND PROPER STAFFING. THE VALUE OF A SYSTEMATIC, COMPREHENSIVE HRM POLICY IS RECOGNIZED. AN OPERATIONAL MODEL GENERALLY ADDRESSING THE NEEDS OF AN ORGANIZATION IS PRESENTED. A CONSOLIDATED DATA BASE AIDS IN FULLER EVALUATION AND FEEDBACK. AN HRM PROGRAM IS EVALUATED ON ITS LONG-RUN CONTRIBUTION TO ORGANIZATIONAL EFFECTIVENESS IN MEETING PRESENT AND FUTURE GOALS..
Descriptors: PERSONNEL MANAGEMENT; FEEDBACK; JOB SATISFACTION; CAREER PATH; HIRING; STAFFING; EVALUATION; HUMAN RESOURCE DEVELOPMENT; 0458; 0163; 0221; 0110; 0266; 0266; 0249 ; 0007

190384 TDJ81G0056
YOU WANT ME TO DO WHAT?
JONES, P.R.; KAYE, B.; TAYLOR, H.R.
TRAINING AND DEVELOPMENT JOURNAL, VOL.35, NO.7,JULY 1981, P. 56-62, BIBLIOG. 2, JOURNAL.
IT IS THE ORGANIZATION'S RESPONSIBILITY TO PROVIDE COACHING AND COUNSELING NECESSARY FOR EMPLOYEES TO ATTAIN THEIR CAREER GOALS. MANAGERS ARE THE POINTS OF CONTINUAL CAREER DEVELOPMENT CONTACT FOR EMPLOYEES. HUMAN RESOURCE DEVELOPMENT TRAINERS ARE THE MANAGERS' POINT OF CONTACT. SPECIFIC AREAS WHERE HRD PROFESSIONALS ARE GOING TO BE NEEDED ARE HIGHLIGHTED..
Descriptors: HUMAN RESOURCE DEVELOPMENT; TRAINING AND DEVELOPMENT; CAREER PATH; CAREER DEVELOPMENT; COUNSELING; 0007 ; 0273; 0110; 0110; 0923

190383 TDJ81G0047
CAREER PLANNING: COMING IN FROM THE COLD.
ZENGER, J.H.
TRAINING AND DEVELOPMENT JOURNAL, VOL.35, NO.7,JULY 1981, P. 47-52, BIBLIOG. 8, JOURNAL.
ORGANIZATIONS NEED TO ADDRESS THREE IMPORTANT ISSUES IN ORDER FOR THE POSITIVE BENEFITS OF CAREER PLANNING TO COME TO THE FOREFRONT. THE FIRST ISSUE IS CLARITY ABOUT ROLES AND RESPONSIBILITIES. THE SECOND ISSUE IS THAT OF MANAGERS ACQUIRING CAREER DISCUSSION SKILLS. THE THIRD ISSUE LINKS CAREER PLANNING TO THE REALITIES OF THE ORGANIZATION. TRAINING IS CHANGING FROM A FOCUS ON TEACHING CONTENT TO AN EMPHASIS ON BUILDING SKILLS..
Descriptors: HUMAN RESOURCE DEVELOPMENT; TRAINING AND DEVELOPMENT; CAREER DEVELOPMENT; CAREER PATH; 0007; 0273; 0110 ; 0110

190380 TDJ81G0013
CAREERS IN HUMAN RESOURCE DEVELOPMENT.
HUTCHESON, P.; CHALOFSKY, N.
TRAINING AND DEVELOPMENT JOURNAL, VOL.35, NO.7,JULY 1981, P. 13-15, BIBLIOG. 2, JOURNAL.
HUMAN RESOURCE DEVELOPMENT TRAINERS ARE LIKELY TO HAVE A MIXED CAREER ORIENTATION. A STUDY ON THE CAREER CONCERNS OF HRD PROFESSIONALS FOUND THIS TO BE MORE COMMON THAN A PURELY ORGANIZATIONAL OR A PURELY PROFESSIONAL ORGANIZATION. THE HRD PROFESSION IS AT A POINT WHERE IT IS READY TO PLAY A MORE PROACTIVE ROLE IS SHAPING THE GROWTH OF THE FIELD. CAREER-RELATED ISSUES FOR HRD ARE EXAMINED..
Descriptors: HUMAN RESOURCE DEVELOPMENT; CAREER DEVELOPMENT; TRAINING AND DEVELOPMENT; CAREER PATH; 0007; 0110; 0273; 0110

187667 HRP8030139
A LONGITUDINAL DEMONSTRATION OF A HUMAN RESOURCE-CAREER MATCH MODEL FOR ORGANIZATIONAL CAREER PLANNING.
FEILD, H.S.; GILES, W.F.
HUMAN RESOURCE PLANNING, VOL.3, NO.3, 1980,P. 139-159, BIBLIOG. 48, JOURNAL.
CAREER PLANNING TO BENEFIT BOTH INDIVIDUALS AND ORGANIZATIONS IS AN IMPORTANT PROBLEM FACING ORGANIZATIONS TODAY. A STUDY OF 1934 COLLEGE STUDENTS OVER A FOUR YEAR PERIOD LOOKED AT WHETHER DIFFERENT TYPES OF PEOPLE HAVE DIFFERENT CAREER EXPERIENCES IN AN ORGANIZATION. THE RESULTS SHOW IT IS POSSIBLE TO DEVELOP TYPOLOGIES OF INDIVIDUALS BASED ON LIFE HISTORIES AS WELL AS TO IDENTIFY UNIQUE EXPERIENCE SUBGROUPS OF INDIVIDUALS IN AN ORGANIZATION. A MODEL IS PRESENTED FOR DECISION MAKING CONCERNING CAREER DEVELOPMENT. DIFFERENT TYPES OF PEOPLE CHOOSE DIFFERENT ORGANIZATIONAL CAREER PATTERNS. IDE.
Descriptors: CAREER DEVELOPMENT; HUMAN RESOURCE DEVELOPMENT; PERSONNEL MANAGEMENT; CAREER PATH; 0110; 0007; 0458; 0110

182615 AFC81M0019
IT TAKES FIVE TO MAKE AN ACE.
STOUT, E.R.
ARMED FORCES COMPTROLLER, VOL.26, NO.1, WINTER 1981,P. 19,29., JOURNAL.
BLAKE'S GRID, AS TAUGHT IN THE UNITED STATES CIVILIAN PERSONNEL OFFICE'S BASIC SUPERVISOR COURSE, IS EXAMINED. ON THIS GRID, X EQUALS THE PRODUCTION-ORIENTED MANAGER, AND Y EQUALS THE PEOPLE-ORIENTED MANAGER. THE DIFFERENT PERMUTATIONS OF MANAGER BEHAVIOR POSSIBLE ON THE GRID ARE EXPLORED. IT IS SUGGESTED THAT THE READER APPLY THE GRID TO HIS OWN WORK ENVIRONMENT. AN ILLUSTRATIVE FIGURE IS GIVEN..
Descriptors: CAREER PATH; MANAGEMENT; MOTIVATION; MILITARY; UNITED STATES; MANAGEMENT STYLE; MANAGER BEHAVIOR; LEADERSHIP; PERSONNEL MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; MANAGER-SUBORDINATE RELATIONSHIP; 0110; 0605; 0622; 0820; 0528; 0856; 0856; 0608; 0458; 0007; 0558

178411 PAD80J0045
DEVELOPING AN IN-HOUSE CAREER PLANNING WORKSHOP.
SCHALDERS, W.N.
PERSONNEL ADMINISTRATOR, VOL.25, NO.10, OCT. 1980,P. 45-46., JOURNAL.
A CAREER DEVELOPMENT WORKSHOP DESIGNED TO HELP EMPLOYEES BETTER PLAN THEIR OWN CAREER GOALS AND TO GAIN GENERAL KNOWLEDGE ABOUT THE COMPANY IS DESCRIBED. TOPICS COVERED AND OBJECTIVES OF EACH OF NINE TWO-HOUR WORKSHOPS ARE OUTLINED AS A MODEL FOR CONDUCTING SIMILAR PROGRAMS. BENEFITS OF DEVELOPING SUCH AN IN-HOUSE SYSTEM ARE DISCUSSED INCLUDING GREATER FLEXIBILITY AND LOWER COST..
Descriptors: CAREER DEVELOPMENT; HUMAN RESOURCE DEVELOPMENT; TRAINING AND DEVELOPMENT; CAREER PATH; JOB ADVANCEMENT; EMPLOYEE SERVICES; 0110; 0007; 0273; 0110; 0454; 0475

178410 PAD80J0039
DEVELOPING A CAREER GUIDANCE PROGRAM THROUGH THE JOB FAMILY CONCEPT.
KRAVETZ, D.J.; DERDERIAN, S.E.
PERSONNEL ADMINISTRATOR, VOL.25, NO.10, OCT. 1980,P. 39-42,76, BIBLIOG. 6, JOURNAL.
THE JOB FAMILY CLASSIFICATION SYSTEM IS ANALYZED AS IT RELATES TO CAREER PATHS AND CAREER DEVELOPMENT PROGRAMS. THE APPLICATION OF JOB FAMILY ANALYSIS INTO THE CAREER GUIDANCE PROGRAM AT BLUE CROSS AND BLUE SHIELD IS DESCRIBED. METHODS USED TO GROUP JOBS BY ORIENTATIONS AND TO MAP OUT POSSIBLE CAREER PATHS ARE ALSO INCLUDED. CAREER ASSESSMENT TECHNIQUES USED IN APPLYING THE JOB FAMILY CONCEPT IN INDIVIDUAL COUNSELING ARE ALSO EVALUATED. THE PROGRAM HAS RESULTED IN INCREASED EMPLOYEE CAREER SATISFACTION, WHICH IS EVIDENT FROM A LOWER TURNOVER, DUE TO BETTER MATCHING OF VOCATIONAL INTERESTS WI.
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB CLASSIFICATION; JOB SATISFACTION; LABOR TURNOVER; PERSONNEL MANAGEMENT; EVALUATION; JOB DEVELOPMENT; COUNSELING; 0110; 0110; 0007; 0055; 0221; 0616; 0458; 0249; 0219; 0923

178408 PAD80J0021
THE DEVELOPMENT OF AN INTEGRATED CAREER PLANNING PROGRAM AT GULF POWER COMPANY.
LOPEZ, F.E.; ROCKMORE, B.W.; KESSELMAN, G.A.
PERSONNEL ADMINISTRATOR, VOL.25, NO.10, OCT. 1980,P. 21-23,26+, BIBLIOG. 5, JOURNAL.
THE INTEGRATED CAREER PLANNING SYSTEM DEVELOPED AT THE GULF POWER COMPANY IS DESCRIBED. THEIR HUMAN RESOURCE PLAN TAKES INTO ACCOUNT BOTH INDIVIDUAL AND ORGANIZATIONAL ASPECTS. THE TWO MAJOR ASPECTS OF THE SYSTEM ARE JOB ANALYSIS RESEARCH AND A PERFORMANCE EVALUATION PROGRAM. A CAREER PLANNING MATRIX WHICH ORGANIZES ALL JOBS INTO VARIOUS GROUPS AND A TARGET JOB LIBRARY ARE TWO SPECIAL FEATURES WHICH ARE DESCRIBED. METHODS FOR ASSESSING THE SUITABILITY OF AN INDIVIDUAL FOR A PARTICULAR JOB INCLUDE CAREER COUNSELING, ASSESSMENT INTERVIEWS AND WRITTEN EXERCISES. STEPS FOLLOWED IN SETTING UP THE.
Descriptors: ASSESSMENT CENTER; CAREER DEVELOPMENT; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; JOB QUALIFICATIONS; JOB ANALYSIS; COUNSELING; 0266; 0110; 0007; 0110; 1001; 0055; 0923

177113 PER80G0031
PREPARING FOR EXECUTIVE POSITION INTERVIEWS: QUESTIONS THE INTERVIEWER MIGHT ASK - OR BE ASKED.
GINSBURG, S.G.
PERSONNEL, VOL.57, NO.4, JULY/AUG. 1980, P. 31-36., JOURNAL.
ADEQUATE PREPARATION IS THE KEY TO A SUCCESSFUL INTERVIEW. BOTH THE INTERVIEWER AND THE CANDIDATE BEING INTERVIEWED MUST KNOW THE APPROPRIATE QUESTIONS AND ANSWERS. THE PREPARATION OF THESE QUESTIONS TAKES A SUBSTANTIAL AMOUNT OF TIME BUT THIS INVESTMENT OF TIME IS WELL WORTH THE EFFORT. THE INTERVIEWER WILL GET AN EMPLOYEE WHO FITS IN WITH COMPANY POLICY AND IDEALS; THE CANDIDATE MAY DECIDE TO ACCEPT A POSITION THAT COULD ALTER THE COURSE OF HIS CAREER. A LIST OF POSSIBLE QUESTIONS FOR BOTH THE INTERVIEWER AND CANDIDATE IS INCLUDED..
Descriptors: CAREER PATH; CAREER DEVELOPMENT; EMPLOYMENT; EMPLOYMENT POLICY; HUMAN RESOURCE DEVELOPMENT; INTERVIEW TECHNIQUE; 0110; 0110; 0115; 0279; 0007; 0543

177106 PEJ80J0830
THE ANNUAL HUMAN RESOURCE REVIEW.
VOSBURGH, R.M.
PERSONNEL JOURNAL, VOL.59, NO.10, OCT. 1980,P. 830-837, BIBLIOG. 5, JOURNAL.
A SYSTEMS APPROACH TO CAREER PLANNING IS OUTLINED. AN ANNUAL REVIEW OF HUMAN RESOURCES IS GIVEN A FORMAL PROCEDURE. THIS APPROACH INTEGRATES CAREER PLANNING WITH HUMAN RESOURCE PLANNING, TRAINING AND DEVELOPMENT, AND THE SELECTION AND PLACEMENT SYSTEM. A FLOW CHART IS PRESENTED WHICH SHOWS THE CAREER-PLANNING STEPS INVOLVING SELF ANALYSIS OF WORK HISTORY, LIKES, DISLIKES, SUCCESSES AND FAILURES. THIS APPROACH IS DESIGNED TO BE CONTINUOUS, BUT SHOULD INVOLVE ONE ANNUAL MEETING FOR REVIEW. SPECIFIC QUESTIONS FOR REVIEW ARE GIVEN..
Descriptors: HUMAN RESOURCE DEVELOPMENT; PERSONNEL MANAGEMENT; CAREER DEVELOPMENT; PLANNING; CAREER PATH; TRAINING AND DEVELOPMENT; 0007; 0458; 0110; 0251; 0110; 0273

171271 PEJ80E0368
HOW YOU CAN HELP EMPLOYEES FORMULATE THEIR CAREER GOALS.
KAYE, B.L.
PERSONNEL JOURNAL, VOL.59, NO.5, MAY 1980, P. 368-372., JOURNAL.
GOAL FORMULATION IS ONE OF THE MOST COMPLEX STAGES OF CAREER PATHING. THERE ARE VARIOUS FACTORS THAT COUNSELORS SHOULD CONSIDER WHEN ADVISING EMPLOYEES ON HOW TO TARGET THEIR CAREERS MORE EFFECTIVELY. A SYSTEMATIC EXPLANATION OF THE VARIOUS FACTORS IS PRESENTED..
Descriptors: BUSINESS; CAREER DEVELOPMENT; CAREER PATH; GOALS AND OBJECTIVES; EMPLOYEE; HUMAN RESOURCE DEVELOPMENT; 0971; 0110; 0110; 0251; 0958; 0007

187

169364 EXE80D0057
HELP FOR THE FIRED STAFF.
BUTLER, F.
EXECUTIVE, VOL.22, NO.4, APRIL 1980, P. 57,58+., JOURNAL.
THE ADVANTAGES OF OUTPLACEMENT OR RELOCATION COUNSELING FOR INDIVIDUALS AND FIRMS ARE DISCUSSED. TODAY, DISMISSAL OF MANY STAFF PEOPLE OR EVEN PLANT CLOSINGS ARE INCREASING, AND CERTAIN STEPS ARE NECESSARY FOR A FIRM TO ESCAPE CENSURE BY ITS VARIOUS CRITICS. THE STEPS TO BE FOLLOWED INCLUDE PRESENTING CLEAR REASONS FOR THE CUTBACK, A MINIMUM OF TWO MONTHS' LEAD TIME, OUTPLACEMENT CONSULTANTS, SEVERANCE PACKAGE, AN IN-HOUSE RELOCATION FACILITY AND GROUP WORKSHOP..
Descriptors: TERMINATION; STAFFING; CAREER PATH; MANAGER; HUMAN RESOURCE DEVELOPMENT; OUTPLACEMENT; CANADA; 1022; 0266; 0110; 0157; 0007; 1023; 0102

169362 EXE80D0048
THE BOOMING MARKET FOR THE 'RIGHT' EXECUTIVE.
COOK, P.
EXECUTIVE, VOL.22, NO.4, APRIL 1980, P. 48-52., JOURNAL.
DEMAND HAS NEVER BEEN GREATER FOR THE QUALIFIED EXECUTIVE. BUT THE MARKET IS AS DEMANDING AS IT IS ACTIVE WITH BOTH EMPLOYERS AND EMPLOYEES HAVING CLEAR IDEAS OF THE CHOICE THEY INTEND TO MAKE. PLACEMENT SERVICES AND EXECUTIVE SEARCH FIRMS VARY IN THEIR SERVICES, BUT ALL ARE REPORTING BUSY TIMES AND A BOOMING MARKET..
Descriptors: EXECUTIVE; CANADA; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; JOB HUNTING; JOB SECURITY; 0157; 0102; 0605; 0007; 0110; 0891; 0054

165959 PEJ79L0855
THE DYNAMICS OF THE GROUP OUTPLACEMENT WORKSHOP.
BROUSSARD, W.J.; DELARGEY, R.J.
PERSONNEL JOURNAL, VOL.58, NO.12, DEC. 1979, P. 855-857+.
OUTPLACEMENT COUNSELING IS GAINING A LEGITIMATE PLACE IN PROCEDURES WHEN AN EMPLOYEE OR A GROUP OF EMPLOYEES IS LET GO AS A RESULT OF JOB CUT-BACKS. THE INGREDIENTS FOR A SUCCESSFUL OUTPLACEMENT WORKSHOP ARE DISCUSSED WITH EMPHASIS ON THE ABILITIES OF THE LEADER. THE PURPOSE OF THE WORKSHOP IS TO BRING THE EMPLOYEE TO THE POINT OF BEING ABLE TO CONSTRUCTIVELY LOOK FOR A JOB ARMED WITH CONFIDENCE AND GOOD TECHNIQUES..
Descriptors: CAREER PATH; COUNSELING; EMPLOYEE SERVICES; EXECUTIVE; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; TERMINATION; 0110; 0923; 0475; 0157; 0007; 0605; 1022

188

165782 MRE79L00511
EXECUTIVES ON CAMPUS...MORE THAN AN ACADEMIC QUESTION.
ANON
MANAGEMENT REVIEW, VOL.68, NO.12, DEC 1979, P. 51-52.
MANY EXECUTIVES ARE CHANGING CAREERS TO BECOME BUSINESS SCHOOL PROFESSORS. THEY FIND THEIR NEW CAREERS STIMULATING AND SATISFYING. SOME ADMINISTRATORS ARE NOT TOTALLY PLEASED WITH HAVING THE EXPERIENCED BUSINESSMAN ON CAMPUS..
Descriptors: BUSINESS SCHOOLS; CAREER PATH; DECISION MAKING; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; MANAGEMENT; SURVEY; TEACHING; 0751; 0110; 0494; 0034; 0007; 0221; 0605; 0368; 0906

165763 MRE79L00072
FUTURE MANAGERS TAKE A LARGE BYTE.
ANON
MANAGEMENT REVIEW, VOL 68, NO.12, DEC. 1979, P. 7.
THE FUTURE PROFESSIONAL MANAGER IS INCREASINGLY SEEKING TRAINING IN USE OF SOME COMPUTERS. MANY BUSINESS SCHOOLS INCLUDE THIS TRAINING IN THEIR MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM. THE USE OF COMPUTER TECHNOLOGY CAN AID THE AMBITIOUS YOUNG EXECUTIVE..
Descriptors: BUSINESS SCHOOLS; CAREER PATH; COMPUTER SERVICES; EXECUTIVE; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT TOOLS; SURVEY; 0751; 0110; 0122; 0157; 0007; 0797; 0368

165703 MDE7760487
THE IMPACT OF DUAL CAREER FAMILY DEVELOPMENT ON ORGANIZATIONAL LIFE.
MADANI, H.; COOPER, C.L.
MANAGEMENT DECISION, VOL.15, NO.6, 1977, P. 487-493,BIBLIOG. 27
IN THE LAST DECADE THE NUMBER OF DUAL CAREER FAMILIES (BOTH HUSBAND AND WIFE WORKING) HAS INCREASED SIGNIFICANTLY. THE CONSEQUENCES THAT DUAL CAREER MARRIAGES HAVE ON CHILDREN AND IN GENERAL ON FAMILY RELATIONSHIPS ARE EXAMINED. THE IMPACT OF THE HUSBAND'S ATTITUDE ON THE WIFE'S SUCCESS IS ANALYZED. DAUGHTERS OF WORKING WOMEN ARE FOUND TO BE INDEPENDENT AND SELF-SUFFICIENT WHEREAS SONS TEND TO BE MORE OBEDIENT..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; DECISION MAKING; EMPLOYMENT; HUMAN RESOURCE DEVELOPMENT; LABOR MARKET; MANAGEMENT; ORGANIZATIONAL BEHAVIOR; WOMEN IN BUSINESS; 0110; 0110; 0494; 0115; 0007; 0609; 0605; 0938; 0324

165426 JEM7910097
TOWARDS EQUALITY IN WORKING RELATIONSHIPS.
RICHBELL, S.
JOURNAL OF ENTERPRISE MANAGEMENT, VOL.2, NO.1, 1979,P. 97-103, BIBLIOG. 17
UNFAVORABLE ATTITUDES CONCERNING FEMALE EQUALITY BY THE MALE SUB-CULTURE HAVE HAD A NEGATIVE IMPACT ON WOMEN IN MANAGERIAL SITUATIONS. LEGISLATION IS NOT ABLE TO EFFECTIVELY REMOVE DISCRIMINATION AT ALL LEVELS OF EMPLOYMENT. THERE IS A NEED FOR IMPROVED TRAINING FOR THE WOMAN ENTERING A FORMERLY MALE-DOMINATED WORK AREA..
Descriptors: CAREER PATH; CULTURE; DISCRIMINATION; EMPLOYMENT POLICY; EQUAL EMPLOYMENT OPPORTUNITY; HUMAN RESOURCE DEVELOPMENT; LEGISLATION; MANAGEMENT; MINORITIES; SOCIAL CHANGE; SOCIAL ISSUES; WOMEN IN BUSINESS; 0110; 0837; 0485; 0279; 0283; 0007; 0188; 0605; 0238; 0950; 0915; 0324

164158 BAK79L0097
MUSINGS OF A CITY BANKER TURNED COMMUNITY BANKER.
TOMSON, O.J.
BANKING JOURNAL, VOL.71, NO.12, DEC. 1979, P. 97-101.
ONE BANKER LOOKS BACK ON HIS CAREER AND SHARES THE EXPERIENCE OF HIS LIFE AS A BANKER WITH HIS READERS. A.J. TOMSON DECIDED IN HIS MIDDLE YEARS TO CHANGE HIS CAREER PLAN FROM THAT OF BEING A SUCCESSFUL METROPOLITAN BANKER TO A COMMUNITY BANKER IN A RURAL COMMUNITY IN IOWA..
Descriptors: BANKS AND BANKING; CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; 0001; 0110; 0110; 0007

163931 ABB79L0004
"FANTASY OF FACTS": AN APPLICATION SIMULATION.
DULEK, R.
ABCA BULLETIN, VOL.42, NO.4, DEC. 1979, P. 4-7.
"FANTASY OF FACTS" IS A TEACHING TECHNIQUE TO AID STUDENTS LEARNING ABOUT JOB APPLICATIONS AND EMPLOYMENT. SIMULATIONS AND ACTUAL DECISION MAKING ARE USED IN THE EXERCISE. STUDENTS DEVELOP SKILLS IN COMMUNICATION AND DECISION MAKING..
Descriptors: BUSINESS SCHOOLS; CAREER DEVELOPMENT; CAREER PATH; CASE STUDY; EDUCATION; EMPLOYMENT; HUMAN RESOURCE DEVELOPMENT; INTERVIEW TECHNIQUE; JOB QUALIFICATIONS; SIMULATION; TEACHING; 0751; 0110; 0110; 0096; 0034; 0115; 0007; 0543; 1001; 0264; 0906

163857 TRA79K00772
TAILOR COMMUNICATIONS TRAINING DESIGN TO CAREER PATHS OF MANAGERS.
ANON
TRAINING, VOL.16, NO.11, NOV. 1979, P. 77.
DIFFERENT LEVELS OF ORGANIZATION EMPLOYEES NEED DIFFERENT COMMUNICATION SKILLS. KNOWING WHAT CAREER PATH THE EMPLOYEE IS FOLLOWING IS IMPORTANT TO THE COMMUNICATION TRAINER. D. F. TREADWELL OF THE NEW ZEALAND DEPARTMENT OF HEALTH HAS DESIGNED A MODEL RELATING THE CAREER PATH TO COMMUNICATION TRAINING..
Descriptors: CAREER PATH; COMMUNICATION IN ORGANIZATIONS; DESIGN; HUMAN RELATIONS; HUMAN RESOURCE DEVELOPMENT; MOTIVATION; TRAINING AND DEVELOPMENT; 0110; 0011; 0633; 0199; 0007; 0622; 0273

162613 TDJ79B0024
CAREER COUNSELING: TOO LITTLE, TOO LATE?
GAMBILL, T.R.
TRAINING & DEVELOPMENT JOURNAL, VOL.33, NO.2, FEB. 1979,P. 24-27.
EMPLOYEE DEVELOPMENT IS A FUNDAMENTAL PERSONNEL MANAGEMENT RESPONSIBILITY AND SHOULD MATCH THE EMPLOYEE DEVELOPMENT PROCESS WITH FUTURE STAFFING REQUIREMENTS. SOME OF THE KEY CONCEPTS OF A CAREER DEVELOPMENT PROGRAM INCLUDE THE LIFE-LONG PROCESS OF EMPLOYEE DEVELOPMENT, THE EMPLOYEE'S PERSONAL RESPONSIBILITY FOR GROWTH, THE INTERDEPENDENT ROLES OF EMPLOYEE AND MANAGER, THE IMPORTANCE OF NURTURING, AND OF HONESTY. CAREER COUNSELING OBJECTIVES, A CAREER- LAUNCHING CHECKLIST, AND A CAREER-COUNSELING MODEL ARE GIVEN..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; PERSONNEL MANAGEMENT; TRAINING AND DEVELOPMENT; 0110; 0110; 0007; 0605; 0458; 0273

162546 SAM79R0004
THE COMING MANAGEMENT POPULATION EXPLOSION.
ROSOW, J.M.
SAM ADVANCED MANAGEMENT JOURNAL, VOL.44, NO.4, FALL 1979,P. 4-16.
THE POST-WORLD WAR II BABY BOOM WHICH LED TO OVERCROWDING IN THE CLASSROOMS MAY LEAD TO A CROWDED CORPORATE MANAGEMENT PERSONNEL PROBLEM IN TH MID-1980'S. FACTORS AFFECTING THIS CORPORATE BOTTLENECK SUCH AS NATIONAL AND ORGANIZATIONAL DEMOGRAPHICS, EARLY RETIREMENT, AND MID-CAREER CRISIS, ARE OUTLINED. RESPONSIVE PROGRAMS WOULD INCLUDE MANAGEMENT DEVELOPMENT, THE USE OF LATERAL MOVES AND EDUCATIONAL SABBATICALS AND ENCOURAGING CAREER COUNSELING AND RETRAINING OF EMPLOYEES..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; DEMOGRAPHICS; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT DEVELOPMENT; 0110; 0110; 1015; 0007; 0605; 0588

162516 PSL79J0058
A NEW APPROACH TO CAREER MANAGEMENT.
BENNISON, M.
PERSONNEL MANAGEMENT, VOL.11, NO. 0, OCT. 1979, P. 58-62.
MANY ORGANIZATIONS FIND THAT CAREER DEVELOPMENT POLICIES FOR MANAGEMENT WHICH WORKED IN THE PAST ARE INEFFECTIVE IN THE FACE OF EXPANDING OR CONTRACTING ECONOMIC OPPORTUNITIES. IN 1976, THE INSTITUTE OF MANPOWER STUDIES (IMS) DEVELOPED AN APPROACH DESIGNED TO HELP PERSONNEL MANAGERS DEAL WITH THE PROBLEMS OF CONTROLLING CAREER STRUCTURE AND EMPLOYEE SATISFACTION. USE OF THE APPROACH IS ILLUSTRATED BY CONSIDERING THE PROBLEMS INVOLVED IN CHANGING THE EXISTING NUMBER OF LEVELS IN AN ORGANIZATIONAL STRUCTURE..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; MANAGEMENT; MANAGEMENT DEVELOPMENT; PROMOTION; 0110; 0110; 0007; 0454; 0605; 0588; 0454

162515 PSL79J0053
GROUPING SKILLS FOR GREATER JOB MOBILITY.
EDNEY, P.
PERSONNEL MANAGEMENT, VOL.11, NO.10, OCT. 1979, P. 53-57.
DUE TO THE INCREASING RATE OF JOB MOBILITY, THE NEED EXISTS AS NEVER BEFORE FOR A STANDARD SYSTEM OF CLASSIFYING JOB DESCRIPTIONS SO AS TO BE USEABLE BY ALL TYPES OF EMPLOYERS. DURING A TWO YEAR STUDY OF 109 COMPANIES AND 165 DIFFERENT JOBS, INDIVIDUAL JOBS WERE CLASSIFIED ACCORDING TO THE ACTIVITY PERFORMED AND THE KNOWLEDGE REQUIRED. THE DUAL CLASSIFICATION SYSTEM THAT EMERGED, IF ADAPTED UNIVERSALLY, COULD HAVE BROAD APPLICATION IN SUCH AREAS AS MANPOWER PLANNING, CAREER PLANNING AND GUIDANCE AND JOB EVALUATION AND RESTRUCTURING BY BOTH PRIVATE INDUSTRY AND GOVERNMENT..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB CLASSIFICATION; JOB DESCRIPTION; JOB MOBILITY; JOB PERFORMANCE; JOB QUALIFICATIONS; LABOR TURNOVER; RESOURCE ALLOCATION; 0110; 0110; 0007; 0055; 0055; 0110; 0527; 1001; 0616; 0641

161954 FIA79I0025
PYRAMIDS, MESAS AND MID-CAREER CRISES.
BALOG, J.
FINANCIAL ANALYSTS JOURNAL, SEPT. 1979, P. 25-29.
IN INDUSTRY, ORGANIZATIONAL STRUCTURE TENDS TO FOLLOW A RATHER CLEAR-CUT PYRAMID OF MANAGERIAL OPPORTUNITIES. INVESTMENT RESEARCH ORGANIZATIONS, ON THE OTHER HAND, RESEMBLE WELL-POPULATED MESAS WITH FEW JOBS AT THE TOP. THE UNSTRUCTURED ENVIRONMENT THAT IS ATTRACTIVE TO RESEARCH ANALYSTS EARLY IN THEIR CAREERS THREATENS TO FRUSTRATE CREATIVITY BY MID-CAREER. A THREE STEP FORMULA IS SUGGESTED FOR REDISCOVERING CAREER SATISFACTION..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; CREATIVITY; FINANCE; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; ORGANIZATION STRUCTURE; STOCK ANALYST; 0110; 0110; 0017; 0164; 0007; 0221; 0453; 0917

161254 PPM79G0209
TOWARD A NON-SEXIST PERSONNEL OPPORTUNITY STRUCTURE: THE FEDERAL EXECUTIVE BUREAUCRACY.
LYNN, N.B.; VADEN, R.E.
PUBLIC PERSONNEL MANAGEMENT, VOL.8, NO.4, JULY-AUG. 1979,P. 209-215, BIBLIOG. 12
A STUDY OF MALE AND FEMALE FEDERAL EXECUTIVES SHOWS THAT THERE IS NO SEX DIFFERENCE IN AMBITION, POWER-SEEKING BEHAVIOR OR MOTIVATION AT THE EXECUTIVE LEVEL. WOMEN TENDED TO START LOWER AND RECEIVE EXECUTIVE APPOINTMENT LATER THAN MEN AND WERE LESS WILLING TO RELOCATE. SEX DIFFERENCES HAVE LITTLE EFFECT ON JOB SATISFACTION, PERFORMANCE OF DUTIES AND PERCEPTION OF CAREER DIRECTION..
Descriptors: ATTITUDE; CAREER PATH; CIVIL SERVICE; EEO; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; MANAGEMENT; PERSONNEL MANAGEMENT; WOMEN; 0966; 0110; 0808; 0283; 0007; 0221; 0605; 0458; 0935

160264 PUQ79P0027
FROM NEWS TO PR: THE PRECARIOUS LEAP
GILDEA, R.L.
.THE CROSSOVER OF NEWSPAPER JOURNALISTS TO PUBLIC RELATIONS PERSONS IS DEPICTED AS A SERIOUS CAREER MOVE. ALTHOUGH AHEAD OF OTHER PROFESSIONALS TRANSFERRING INTO PR BECAUSE OF HIS ABILITY TO USE THE ENGLISH LANGUAGE EFFECTIVELY, TO USE TIME WISELY, TO BE SKILLED IN RESEARCH, AND TO KNOW MEDIA, THE JOURNALIST HAS MANY ADJUSTMENTS. CAREER ADJUSTMENTS ARE DISCUSSED.
PUBLIC RELATIONS QUARTERLY, VOL.24, NO.2, SUMMER 1979,P. 27-29.
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB QUALIFICATIONS; JOB TRAINING; MARKETING; PERFORMANCE; PRODUCTION; PUBLIC RELATIONS; TRAINING AND DEVELOPMENT; 0110; 0110; 0007; 1001; 0273; 0601; 0249; 0463; 0255; 0273

160222 PER79G0052
CAN INTELLIGENCE TESTS PREDICT EXECUTIVE COMPETENCE?
BAHN, C.
PERSONNEL, VOL.56, NO.4, JULY-AUG. 1979, P. 52-58.
BASED ON RESEARCH INVOLVING TEST PREDICTABILITY FOR EXECUTIVE COMPETENCE, IT APPEARS THERE IS A POSITIVE CORRELATION BETWEEN HIGH IQ SCORES AND SUCCESS AS AN EXECUTIVE. IT CAUTIONS THAT THIS TREND IS MORE GENERALLY, THAN INDIVIDUALLY, PREDICTIVE. TEST SCORES SHOULD BE USED IN COMBINATION WITH OTHER PREDICTORS OF COMPETENCE IN ORDER TO BE MOST HELPFUL..
Descriptors: ASSESSMENT CENTER; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; INDUSTRIAL RELATIONS; JOB ADVANCEMENT; LEADERSHIP; MANAGEMENT; PERFORMANCE APPRAISAL; PROMOTION; RECRUITMENT; STAFF AUTHORITY; TESTING; 0266; 0110; 0007; 0036; 0454; 0608; 0605; 0527; 0454; 0266; 0265; 0956

160219 PER79G00451
DRESS WELL, DO WELL?
LAWRENCE, D.B.; STEINBRECHER, D.D.
PERSONNEL, VOL.56, NO.4, JULY-AUG. 1979, P. 45.
A SURVEY BY THE RESEARCH INSTITUTE OF AMERICAN ON FIRST IMPRESSIONS BASED ON APPEARANCE SHOWS THAT APPEARANCE IS VERY IMPORTANT IN HOW A PERSON RELATES TO ANOTHER. IT APPEARS THAT SUCCESS IS DEPENDENT UPON THE IMAGE PRESENTED..
Descriptors: ATTITUDE; CAREER PATH; EMPLOYEE BEHAVIOR; FEEDBACK; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; MANAGEMENT; 0966; 0110; 0958; 0163; 0007; 0454; 0605

160212 PEJ79I0611
TOWARD A MORE COMPREHENSIVE CAREER PLANNING PROGRAM.
COHEN, S.L.; MEYER, H.H.
PERSONNEL JOURNAL, VOL.58, NO.9, SEPT. 1979, P. 611-615,BIBLIOG. 2
GOALS OF A COMPREHENSIVE CAREER PLANNING PROGRAM ARE OUTLINED TO INCLUDE THE VALUE OF SUCH A PROGRAM ON THE ORGANIZATION AS A WHOLE, AS WELL AS THE INDIVIDUALS WITHIN THAT ORGANIZATION, WHO HAVE OFTEN COME SECOND TO THE ORGANIZATION. THE PROGRAM SHOULD BE DESIGNED TO SERVICE NONMANAGEMENT, AND MANAGEMENT PERSONNEL. SPECIFIC COMPONENTS OF SUCH A PLAN ARE DETAILED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EVALUATION; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; PERFORMANCE; TRAINING AND DEVELOPMENT; 0110; 0110; 0249; 0007; 0605; 0249; 0273

160184 PAD79H0041
EMPLOYEE SATISFACTION THROUGH CAREER DEVELOPMENT.
EARWOOD, L.
THE PERSONNEL ADMINISTRATOR, VOL.24, NO.8, AUG. 1979,P. 41-42.
THE SINGER CO. STARTED A CAREER DEVELOPMENT TRAINING PROGRAM FOR ITS EMPLOYEES. THE COMPANY DEVELOPED FORMAL PROCEDURES FOR THE PROGRAM AND IS PROVIDING TRAINED EMPLOYEES FOR FUTURE OPENINGS, PERSONAL INDIVIDUAL GROWTH AND A MEANS FOR JOB FULFILLMENT..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EMPLOYEE; EMPLOYEE BEHAVIOR; EMPLOYMENT POLICY; HUMAN RESOURCE DEVELOPMENT; JOB DEVELOPMENT; JOB ENRICHMENT; JOB PERFORMANCE; MANAGEMENT; 0110; 0110; 0958; 0958; 0279; 0007; 0219; 0221; 0527; 0605

160173 OPT7920028
STRESS AND CHOICE: MAKING LIFE DECISIONS IN MID-CAREER.
MARCUS, A.M.
OPTIMUM, VOL.10, NO.2, 1979, P. 28-33.
RECENTLY, ATTENTION HAS BEEN INCREASINGLY DIRECTED TO MANAGER BEHAVIOR AND DECISION MAKING AT MID-CAREER. THIS ARTICLE FOCUSES ON THE GROWING RESEARCH ON STRESS IN ADDITION TO CAREER DEVELOPMENT STAGES THAT A MANAGER GOES THROUGH. THE IMPORTANCE OF EFFECTIVE COUNSELING IS EMPHASIZED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; COUNSELING; DECISION MAKING; HUMAN RESOURCE DEVELOPMENT; JOB MOBILITY; JOB SATISFACTION; MANAGEMENT; MANAGER BEHAVIOR; STRESS; 0110; 0110 ; 0923; 0494; 0007; 0110; 0221; 0605; 0856; 0002

159315 BWE79H20B0
HOW SENIOR CITIZENS CAN LEARN BY DOING.
ANON
BUSINESS WEEK, NO.2599, AUG.20, 1979, P. 120.
NEW CAREER OPPORTUNITIES INC., PROVIDES A JUNIOR ACHIEVEMENT TYPE PROGRAM FOR RETIREES WHO WANT TO START THEIR OWN BUSINESSES. THE APPROACH IS OUTLINED HERE..
Descriptors: CAREER PATH; COMPANY PROFILE; ENTREPRENEURSHIP; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MARKETING; PRODUCTION; RETIREMENT; 0110; 0987; 0310; 0007; 0605; 0601; 0463; 0759

158836 PEJ79H0544
THE STAFFING GRID: AN INTEGRATED APPROACH TO ORGANIZATIONAL APPROACH.
BERGER, L.A.
PERSONNEL JOURNAL, VOL.58, NO.8, AUG. 1979, P. 544-546,BIBLIOG. 1
ALLOCATING HUMAN RESOURCES WITHIN COMPANIES CAN BE BETTER ACHIEVED BY ESTABLISHING AN ORGANIZATIONAL SYSTEM OF STAFFING. THE STAFFING GRID HAS THREE AREAS OF CONCERN; DEVELOPING A GRID, SHARING AND INTEGRATING STAFFING GRIDS AND GENERATING FEEDBACK..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGER; ORGANIZATION PLANNING; ORGANIZATION STRUCTURE; PERSONNEL MANAGEMENT; SUPERVISION; SUPERVISOR; TEAM APPROACH; 0110; 0110; 0007; 0605; 0157; 0318; 0453; 0458; 0427; 0427; 0719

158623 IMG79H0016
THE FUTURE OF WORK.
CLUTTERBUCK, D.
INTERNATIONAL MANAGEMENT, VOL.34, NO.6, AUG. 1979,P. 16-19.
A REDUCTION IN NEED FOR LABOR IN MANUFACTURING IS BOUND TO OCCUR IN THE FUTURE WITH TECHNOLOGICAL AND AUTOMATION ADVANCE. MIDDLE MANAGERS WILL BE LESS IN DEMAND AS INDUSTRY IS DECENTRALIZED, AND PART-TIME WORKERS WILL BECOME SO PLENTIFUL A WHOLE NEW EMPLOYMENT POLICY WILL HAVE TO BE DESIGNED. EMPLOYEES WILL HAVE TO LEARN HOW TO DEVELOP LEISURE INTERESTS.
.
Descriptors: AUTOMATION; CAREER PATH; DECENTRALIZATION; EMPLOYMENT; HUMAN RESOURCE DEVELOPMENT; JOB MOBILITY; JOB SATISFACTION; LABOR FORCE; LEISURE; MANUFACTURING; MIDDLE MANAGEMENT; REORGANIZATION; UNITED KINGDOM; 0073; 0110; 0492; 0115; 0007; 0110; 0221; 0618; 0783; 0025; 0590; 0636; 0047

158608 IIN79G0029
THE MID-LIFE CRISIS OF THE SECURITY ANALYST.
MEISLER, L.
INSTITUTIONAL INVESTOR, VOL.13, NO.7, JULY 1979, P. 29-34+,BIBLIOG. 1
THE SECURITY ANALYST MAY EXPERIENCE A MID-LIFE CRISIS AFTER BECOMING THE TOP PERFORMER IN HIS FIELD. THERE ARE MANY CAUSES FOR THE FEELING OF FRUSTRATION AND FATIQUE THAT OCCUR. GAIL SHEEHY REFERS TO THE AGE 35 TO 45 THE "DEADLINE DECADE". AFTER REASSESSING HIS POSITION, THE ANALYST MAY MAKE MAJOR CHANGES IN HIS PROFESSIONAL APPROACH, MAY CHANGE HIS LIFESTYLE OR MAY SETTLE FOR A MORE RELAXED ATTITUDE..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; INSTITUTIONAL INVESTMENT; JOB ADVANCEMENT; JOB SATISFACTION; MOTIVATION; PRODUCTIVITY; PSYCHOLOGY; SPECIALIZATION; STOCK ANALYST; STRESS; WALL STREET; 0110; 0110 ; 0007; 0685; 0454; 0221; 0622; 0662; 0080; 0291; 0917; 0002; 0267

158599 HRM79P0002
CAREER LADDERS, PATHING AND PLANNING: SOME NEGLECTED BASICS.
BURACK, E.H.; MATHYS, N.
HUMAN RESOURCE MANAGEMENT, VOL.18, NO.2, SUMMER 1979,P. 2-8.
INDIVIDUAL EXPECTATIONS AND COMPANY NEEDS ARE TREATED IN EFFECTIVE CAREER PLANNING. USING ALL PAST DATA CONCERNING THE EMPLOYEE PLUS CURRENT INFORMATION OF HIS PROGRESS HELP FORM THE CAREER PATH. PROPER ADMINISTRATIVE SKILLS PLUS THE HUMAN RESOURCE OFFICIALS COORDINATING THEIR SKILLS AID THE COMPANY AND THE INDIVIDUALS ESTABLISH A CAREER PLAN WITHIN THE SPECIFIC BUDGET, EMPLOYMENT POLICY AND BASIC JOB INFORMATION, OF THE COMPANY..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; COMMUNICATION; EMPLOYEE; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB PERFORMANCE; JOB QUALIFICATIONS; JOB SATISFACTION; PERFORMANCE ; PERSONNEL MANAGEMENT; SALARY; SUPERVISION; 0110; 0110; 0011; 0958; 0007; 0454; 0527; 1001; 0221; 0249; 0458; 0444; 0427

158384 BWE79I03E4
WHEN CHILDREN DECIDE NOT TO GO TO COLLEGE.
ANON
BUSINESS WEEK, NO.2601, SEPT.3, 1979, P. 154-159.
MANY PARENTS MAKE THE MISTAKE OF PUSHING CHILDREN INTO FOUR YEAR COLLEGES WHEN SOME OTHER TRAINING WOULD BE MORE ADVANTAGEOUS FOR THE INDIVIDUAL. TWO YEAR COLLEGES OR SPECIAL VOCATIONAL TRAINING COULD BE GOOD ALTERNATIVES. QUALIFICATIONS OF TEACHERS IN VOCATIONAL SCHOOLS IS MOST IMPORTANT AND SHOULD BE SCREENED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; COLLEGES AND UNIVERSITIES; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB TRAINING; MOTIVATION RESEARCH; STUDENT; YOUTH; 0110; 0110; 0034; 0034; 0007; 0273; 0621; 0954

158096 AJM79D0055
TRAINING FIRST LINE MANAGERS FOR NEW ORGANIZATIONAL CAREERS: AN AUSTRALIAN STUDY.
GILMOUR, P.
AUSTRALIAN JOURNAL OF MANAGEMENT, VOL.4, NO.1, APRIL 1979,P. 55-67, BIBLIOG. 18
BASED ON AN EXTENSIVE SET OF DATA, THIS STUDY DEALS WITH THE TRAINING AND CAREER DEVELOPMENT OF FIRST LINE MANAGERS AND SUPERVISORS IN AUSTRALIA. RADICAL REVISIONS AND CHANGES IN MANAGEMENT EDUCATION PROGRAMS ARE RECOMMENDED IN ORDER TO ACCOMODATE THE CHANGING CAREER NEEDS OF SUPERVISORS..
Descriptors: AUSTRALIA; CAREER DEVELOPMENT; CAREER PATH; EDUCATION; HUMAN RESOURCE DEVELOPMENT; LABOR UNIONS; MANAGEMENT; MANAGEMENT EDUCATION; MANAGEMENT TRAINING; SUPERVISOR; 0071; 0110; 0110; 0034; 0007; 0035; 0605; 0233; 0233; 0427

158084 ADM79H0038
A GUIDE FOR ADMINISTRATIVE SUPPORT TASK ANALYSIS.
ANON
ADMINISTRATIVE MANAGEMENT, VOL.40, NO.8, AUG. 1979,P. 38-41.
EVALUATION OF ADMINISTATIVE SUPPORT EMPLOYEES' PERFORMANCE CAN BE HANDLED BY USE OF A TASK MATRIX IDENTIFYING RESPONSIBILITIES, A TASK ANALYSIS SHEET RECORDING TIME SPENT ON TASKS, AND A TASK ANALYSIS GRAPH OR CHART RECORDING PERFORMANCE LEVEL. AFTER A SUMMARY OF PAST PERFORMANCE HAS BEEN MADE, OBJECTIVES FOR FUTURE PERFORMANCE SHOULD BE SET..
Descriptors: ADMINISTRATIVE SERVICES; CAREER PATH; HIRING; HUMAN RESOURCE DEVELOPMENT; JOB DESCRIPTION; JOB PERFORMANCE; MANAGEMENT; MANAGEMENT TOOLS; MEASUREMENT TECHNIQUES; PERFORMANCE APPRAISAL; PERSONNEL MANAGEMENT; SUPERVISOR; 0060; 0110; 0266; 0007; 0055; 0527; 0605; 0797; 0779; 0527; 0458; 0427

157940 SBR78A0021
THE CHANGING ROLE OF THE SECRETARY.
ANON
SMALL BUSINESS REPORT, VOL.3, ISSUE 1, JAN. 1978, P. 21-22.
BECAUSE OF CHANGING ATTITUDES OF WOMEN EMPLOYEES AND THE EQUAL OPPORTUNITY ACT PLUS INCREASED DEMANDS OF MANAGEMENT, NEW STRUCTURES IN OFFICE MANAGEMENT ARE EMERGING. TO FREE MANAGERS THE SECRETARY MUST ASSUME ADDITIONAL ROLES WHICH REQUIRE TRAINING AND COMPENSATION. TWO NEW MODES TO CONSIDER ARE THE CENTRALIZED MODE AND THE AUGMENTED MODE. RE-APPRAISAL HOPEFULLY WILL LEAD TO NEW AND MORE EFFECTIVE ROLES FOR THE SECRETARY..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB MOBILITY; MANAGEMENT; PERSONNEL MANAGEMENT; SECRETARY; STAFFING; TRAINING AND DEVELOPMENT; WOMEN IN BUSINESS; 0110; 0007; 0110; 0605; 0458; 0437; 0266; 0273; 0324

157817 MWL79D0029
IT'S STILL A MAN'S WORLD.
WELLS, P.A.
MANAGEMENT WORLD, VOL.8, NO.4, APRIL 1979, P. 29.
WOMEN ARE GENERALLY MORE CLOSELY SUPERVISED AT WORK, PAID LESS, AND MUST BE BETTER THAN A MAN IN AN EQUAL POSITION TO GET PROMOTED. A CAREER PATH FOR A WOMAN SHOULD BE STRATEGICALLY PLANNED FOR A FIVE YEAR PERIOD WITH A DEFINITE IDEA OF WHERE SHE WOULD LIKE TO BE. TWELVE RECOMMENDATIONS FOR IMPROVING FEMALE PARTICIPATION IN THE ECONOMY ARE OFFERED..
Descriptors: CAREER PATH; DISCRIMINATION; EMPLOYEE BEHAVIOR; EMPLOYMENT POLICY; EQUAL EMPLOYMENT OPPORTUNITY; EQUAL RIGHTS; HIRING; HUMAN RESOURCE DEVELOPMENT; LABOR MARKET; PERSONALITY; PROMOTION; QUALITY OF LIFE; SOCIAL ISSUES; SUPERVISION; WOMEN IN BUSINESS; 0110; 0485; 0958; 0279; 0283; 0476; 0266; 0007; 0609; 0198; 0454; 0644; 0915; 0427; 0324

157253 BZE79E0039
THE CARE AND FEEDING OF THE COLLEGE GRADUATE.
NADLER, P.S.
BANKERS MAGAZINE, VOL.162, NO.3, MAY-JUNE 1979, P. 39-45.
A COLLEGE DEGREE AND AN MBA ARE NOW USUAL REQUIREMENTS FOR A BANK OFFICER CAREER, PARTICULARLY THOSE POSITIONS THAT LEAD TO TOP MANAGEMENT. BANK MANAGEMENT TRAINING MAY NOW STRESS ADVANCED DEGREES BUT CERTAIN ASPECTS OF MANAGEMENT STYLE - JUDGEMENT, PERSPECTIVE, ABILITY TO DEAL WITH PEOPLE - ARE COMMON TO BOTH OLD AND NEW BANK MANAGERS..
Descriptors: CAREER PATH; COMMERCIAL BANKING; FINANCE; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT STYLE; MANAGEMENT TRAINING; MBA; RECRUITMENT; 0110; 0659; 0164; 0007; 0856; 0233; 0233; 0266

156346 FOR79E21B3
THE BOSS WENT BACK TO SCHOOL.
TRACY, E.J.
FORTUNE, VOL.99, NO.10, MAY 21, 1979, P. 123.
A SUCCESSFUL BUSINESS MAN AND HEAD OF HIS OWN COMPANY, MATHEW C. WEISMAN AT THIRTY-SEVEN DECIDED TO GO BACK TO SCHOOL FOR A MASTERS DEGREE IN BUSINESS. THE CHANGES FOR HIM AND HIS FAMILY IN UNIVERSITY LIVING ARE DESCRIBED..
Descriptors: CAREER PATH; EDUCATION; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MBA; TRAINING AND DEVELOPMENT; 0110; 0034; 0007; 0605; 0233; 0273

156345 FOR79E21A8
REASSESSMENT TIME FOR THE FORTY-NINERS.
WELLEMEYER, M.
FORTUNE, VOL.99, NO.10, MAY 21, 1979, P. 118-122.
THE HARVARD BUSINESS SCHOOL CLASS OF 1949 IS EXAMINED FOR TRENDS IN PERSONAL AND CAREER DEVELOPMENT. IN A SIMILAR SURVEY TAKEN AT THE TWENTY-FIFTH REUNION OF THIS CLASS IN 1974 IT WAS FOUND TO HAVE BEEN QUITE SUCCESSFUL IN TERMS OF POSITION AND MONEY. FIVE YEARS LATER MANY HAVE CHANGED CAREERS IN A SIGNIFICANT WAY. SPECIFIC INDIVIDUALS ARE DISCUSSED..
Descriptors: BUSINESS SCHOOLS; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; SURVEY; 0751; 0110; 0007; 0368

156086 CBR79F0062
THE SUPERACHIEVERS.
KELLOGG, M.A.
ACROSS THE BOARD, VOL.26, NO.6, JUNE 1979, P. 62-69.
A SURVEY OF THE 1970'S SUCCESSFUL SUPERACHIEVERS REVEALS SEVERAL COMMON ASPECTS OF CAREER DEVELOPMENT. MANY YOUNG SUPERACHIEVERS WERE LONERS, ABLE TO PERCEIVE ISSUES AND ANSWERS IN UNIQUE WAYS, AND MOST WERE BORED BY CONVENTION AND WERE EAGER TO LEARN. THE TURMOIL OF THE 1960'S ALSO HAS AFFECTED HOW 1970 SUCCESSES VIEW SUCCESS AND ACHIEVEMENT..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB PERFORMANCE; 0110; 0110; 0007; 0454; 0527

156073 CBR79E0055
CAN HUMANITIES ACADEMICS FIND HAPPINESS WITH BUSINESSMEN (AND VICE VERSA)?
LANDESMAN, J.
ACROSS THE BOARD, VOL.16, NO.5, MAY 1979, P. 55-63.
JUST AS BUSINESSMEN STEREOTYPE ACADEMICIANS, ACADEMICIANS STEREOTYPE BUSINESSMEN. THIS IS A DISCUSSION OF THOSE STEREOTYPES, THE REASON BEHIND THEM AND THE PROBLEMS THEY CREATE..
Descriptors: BUSINESS; CAREER PATH; EDUCATION; HUMAN RESOURCE DEVELOPMENT; SOCIOLOGY; 0971; 0110; 0034; 0007; 0852

155873 ASQ79F0220
TOURNAMENT MOBILITY: CAREER PATTERNS IN A CORPORATION.
ROSENBAUM, J.E.
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.24, NO.2, JUNE 1979,P. 220-241, BIBLIOG. 80
TWO CONFLICTING MODELS OF ORGANIZATIONAL MOBILITY, A HISTORICAL (PATH INDEPENDENT) AND A TOURNAMENT MODEL, ARE DESCRIBED AND EVALUATED USING OFFICIAL PERSONNEL CAREER PATH DATA. THE TOURNAMENT MODEL IS FOUND TO BE MORE REALISTIC AND ACCURATE SINCE THE DATA REFLECT A SIGNIFICANT RELATIONSHIP BETWEEN VARIABLES ASSOCIATED WITH THE EARLIEST CAREER PERIOD AND THE PARAMETERS OF AN EMPLOYEE'S LATER CAREER..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; CORPORATIONS; HUMAN RESOURCE DEVELOPMENT; JOB MOBILITY; MANAGEMENT; ORGANIZATION STRUCTURE; ORGANIZATIONAL BEHAVIOR; ORGANIZATIONAL THEORY; PROBABILITY; PROMOTION; 0110; 0110; 0675; 0007; 0110; 0605; 0453; 0938; 0321; 0236; 0454

155610 SAM79N0055
THE NEW ROUTE TO THE TOP.
BEAM, H.H.
SA M ADVANCED MANAGEMENT JOURNAL, VOL.44, NO.2,SPRING 1979, P. 55-62.
THE NEW CAREER PATH TO TOP MANAGEMENT POSITIONS EMPHASIZES THE MBA DEGREE SEASONED BY JOB ADVANCEMENT THAT STRESSES PRACTICAL APPLICATION OF THEORETICAL KNOWLEDGE. THE BACKGROUND OF A PARTICULAR COMPANY IS OFTEN THE DECISIVE FACTOR IN THE ADVANCEMENT OF MANAGERS TO TOP POSITIONS..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; MANAGEMENT; MANAGEMENT TRAINING; 0110; 0007; 0454; 0605; 0233

155487 PER79C0013
CAREER DEVELOPMENT STRATEGIES IN INDUSTRY-WHERE ARE WE AND WHERE SHOULD WE BE?
MORGAN, M.A.; HALL, D.T.; MARTIER, A.
PERSONNEL, VOL.56, NO.2, MARCH-APRIL 1979, P. 13-30.
THE RESULTS OF A SURVEY EXPLORING CAREER PRACTICES IN ORGANIZATIONS ARE REPORTED. SPECIFIC GUIDELINES ARE GIVEN TO DEVELOP A CAREER PROGRAM. A SAMPLE CAREER PLANNING WORKSHOP IS PRESENTED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT DEVELOPMENT; MANAGEMENT EDUCATION; MANAGEMENT POLICY; PERSONNEL MANAGEMENT; 0110; 0110; 0007; 0605; 0588; 0233; 0933; 0458

154208 PEJ79D0227
A GUIDE TO R&D CAREER PATHING.
GRASS, D.
PERSONNEL JOURNAL, VOL.58, NO.4, APRIL 1979, P. 227-231,BIBLIOG. 19
ORGANIZATIONS ARE NOT REALIZING THE PROFITS THEY SHOULD GET FROM 'CAREER PATHING' FOR TECHNICAL PROFESSIONALS. MUCH RESEARCH HAS BEEN DONE TO UNDERSTAND COMMON PROBLEMS IN RESEARCH AND DEVELOPMENT MANAGEMENT. RESEARCH AND DEVELOPMENT CAREERS MUST EVOLVE THROUGH STAGES TO MAINTAIN PRODUCTIVITY..
Descriptors: CAREER DEVELOPMENT, CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; PRODUCTION; PRODUCTIVITY; RESEARCH AND DEVELOPMENT; 0110; 0110; 0007; 0605; 0463; 0662; 0446

153319 ASM79C0029
PUTTING THE PIECES BACK TOGETHER AFTER YOU'VE LOST YOUR JOB.
IRISH, R.K.
ASSOCIATION MANAGEMENT, VOL.31, NO.3, MARCH 1979, P. 29-31.
MOST ASSOCIATION EXECUTIVES LAST APPROXIMATELY FIVE YEARS ON THE JOB ACCORDING TO AN UNDOCUMENTED SURVEY. TO SUCCESSFULLY BRIDGE THE GAP BETWEEN JOBS AFTER BEING FIRED, THE EXECUTIVE SHOULD AVOID PANIC, EARNESTLY DESIRE ANOTHER JOB WHILE BEING HONEST WITH PROSPECTIVE EMPLOYERS ABOUT THE PAST, AND SEEK HELP FROM SPOUSE OR A PROFESSIONAL. EXIT GRACEFULLY WITH A LETTER OF RESIGNATION FROM YOUR OLD JOB..
Descriptors: BOARD OF DIRECTORS; CAREER PATH; EXECUTIVE; HUMAN RESOURCE DEVELOPMENT; INTERPERSONAL COMMUNICATION; JOB HUNTING; JOB MOTIVATION; MANAGEMENT; MANAGER BEHAVIOR; MORALE; SUPERIOR SUBORDINATE RELATIONSHIP; UNEMPLOYMENT; 0085; 0110; 0157; 0007; 0199; 0891; 0930; 0605; 0856; 0240; 0558; 0425

153026 PER79A0047
SELF-ASSESSMENT AND CAREER PLANNING: MATCHING INDIVIDUAL AND ORGANIZATIONAL GOALS.
SCHWARTZ, I.R.
PERSONNEL, VOL.56, NO.1, JAN.-FEB. 1979, P. 47-52.
A SYSTEMATIC APPROACH IS GIVEN FOR EMPLOYEES TO EVALUATE AND USE SKILLS, NEEDS, AND VALUES IN JOB AND CAREER PATH. SELF-ASSESSMENT WORKSHOPS GIVE PARTICIPANTS A MORE REALISTIC PICTURE OF THEIR ATTRIBUTES AND JOB REQUIREMENTS. A SCHEMATIC MODEL OF HUMAN RESOURCES PLANNING AND DEVELOPMENT IS GIVEN..
Descriptors: ANALYTICAL TECHNIQUES; CAREER DEVELOPMENT; CAREER PATH; DECISION MAKING; HUMAN RESOURCE DEVELOPMENT; INDUSTRIAL RELATIONS; MANAGEMENT; ORGANIZATIONAL DEVELOPMENT; PERSONNEL MANAGEMENT; QUANTITATIVE METHODS; 0779; 0110; 0110; 0494; 0007; 0036; 0605; 0686; 0458; 0008

152717 IDW79B1941
ARE YOU A PRISONER OF YOUR INDUSTRY?
COOK, D.P.
INDUSTRY WEEK, VOL.200, NO.4, FEB.19, 1979, P. 41-42+.
MANY MANAGERS SPECULATE ABOUT SWITCHING INDUSTRIES, AS BUSINESS EMPHASIZED BROAD BACKGROUND. SPECIFIC EXAMPLES OF THOSE WHO HAVE SWITCHED ARE DETAILED. MOST HAVE FOUND THE EXPERIENCE VALUABLE EVEN IF THEY RETURN TO THEIR ORIGINAL INDUSTRY..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; MANAGEMENT; MANAGER BEHAVIOR; 0110; 0007; 0221; 0605; 0856

152179 TRA79A0078
MAYBE, JUST MAYBE, IT'S TIME FOR YOU TO QUIT.
BECKER, S.
TRAINING, VOL.16, NO.1, JAN. 1979, P. 78.
THE NEED FOR A JOB CHANGE IS COMPARED TO THE NEED FOR A DIVORCE: INITIALLY PAINFUL BUT ALSO FULL OF POTENTIAL FOR GREATER SATISFACTION AND GROWTH. CAREFUL PLANNING FOR THE CHANGE IS STRESSED..
Descriptors: CAREER PATH; EMPLOYEE BENEFITS; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; PLANNING; PSYCHOLOGY; 0110; 0475; 0007; 0221; 0251; 0080

152014 MTO78L0055
THE MANAGERIAL CAREER.
TWIGGER, T.
MANAGEMENT TODAY, DEC. 1978, P. 55-57+.
MOST MANAGERS HAVE CAREFULLY PLANNED THEIR CAREER PATHS WITH CHANGE IN JOB BEING EITHER LATERAL, HIERARCHICAL OR RADIAL. A CRUCIAL OR MOST SIGNIFICANT CAREER MOVE COULD BE IDENTIFIED IN MOST EMPLOYMENT HISTORIES OF MANAGERS INTERVIEWED..
Descriptors: AGE; CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB ANALYSIS; JOB PERFORMANCE; JOB TRAINING; MANAGEMENT; MANAGEMENT TRAINING; MANAGER BEHAVIOR; 0831; 0110; 0110; 0007; 0454; 0055; 0527; 0273; 0605; 0233; 0856

152001 MRE79A0018
TAKING OFF FOR THE TOP...HOW MUCH ACCELERATION FOR CAREER SUCCESS?
BAILYN, L.
MANAGEMENT REVIEW, VOL.68, NO.1, JAN. 1979, P. 18-23.
THE CHANGES IN THE SOCIETY IN WORK/FAMILY PATTERNS, WITH WOMEN ENTERING BUSINESS AT ALL LEVELS, NECESSITATE CHANGES IN THE CAREER PATH. TWO CAREER PATH MODELS, CHALLANGE/SUCCESS AND APPRENTICESHIP, ARE DISCUSSED IN DETAIL..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MATERNITY LEAVE; NEPOTISM; SOCIAL ISSUES; WOMEN IN BUSINESS; 0110; 0007; 0586; 0787; 0915; 0324

151768 IIN79A0127
IS THE GRASS REALLY GREENER IN CORPORATELAND?
MEISLER, L.
INSTITUTIONAL INVESTOR, JAN. 1979, P. 127-128.
THE DIFFERENCES, IN TERMS OF CAREER FULFILLMENT, OF BEING EMPLOYED AS AN ANALYST BY A BROKERAGE FIRM OR BY AN INDUSTRY FIRM ARE EXPLORED. THE ADJUSTMENTS REQUIRED AND THE SATISFACTION EXPERIENCED WHEN TRANSFERRING FROM WALL STREET TO CORPORATE LIFE IS DETAILED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN BEHAVIOR ; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; 0110; 0110; 0198; 0007; 0221

151689 HBR79A0014
MUCH ADD ABOUT MENTORS.
ROCHE, G.R.
HARVARD BUSINESS REVIEW, VOL.57, NO.1, JAN.-FEB. 1979,P. 14-28, BIBLIOG. 8
THOSE TOP EXECUTIVES WHO HAVE HAD A MENTOR TEND TO HAVE GREATER SATISFACTION IN THEIR WORK, AND STARTED TO EARN HIGHER SALARIES AT AN EARLIER POINT IN THEIR CAREERS. YOUNGER EXECUTIVES TEND TO HAVE MENTORS, MAYBE THEY SEARCH FOR A MENTOR FROM WHOM THEY CAN GAIN BENEFIT FROM THEIR EXPERIENCE. MANY CHARTS ARE INCLUDED FROM THE RESEARCH CONDUCTED BY THE AUTHOR..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EXECUTIVE; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT DEVELOPMENT ; MANAGEMENT STYLE; MANAGEMENT TOOLS; 0110; 0110; 0157; 0007; 0605; 0588; 0856; 0797

151522 CNV78M0001
A CAREER PREPARATION CLASS FOR BUSINESS SCHOOL UNDERGRADUATES.
HILGERT, R.L.
COLLEGIATE NEWS AND VIEWS, VOL.32, NO.2, WINTER 1978-79,P. 1-3.
WASHINGTON UNIVERSITY'S SCHOOL OF BUSINESS UNDERGRADUATE COURSE IN CAREER PREPARATION HAS BEEN SUCCESSFUL IN PRESENTING INFORMATION TO STUDENTS IN AN ORGANIZED, SYSTEMATIC WAY. RESUME PREPARATION, INTERVIEW SKILL, EMPLOYMENT OPPORTUNITY EVALUATION, CAREER OBJECTIVES AND JOB SEARCH TECHNIQUES ARE INCLUDED..
Descriptors: BUSINESS SCHOOLS; CAREER DEVELOPMENT; CAREER PATH; EVALUATION; HUMAN RESOURCE DEVELOPMENT; INTERVIEW TECHNIQUE; JOB HUNTING; STUDENT; TEACHING; TRAINING AND DEVELOPMENT; 0751; 0110; 0110; 0249; 0007; 0543; 0891; 0954; 0906; 0273

151287 AMA783P413
DOCTORS IN MARKETING - TEACHER, RESEARCHERS, PRACTITIONERS OR AUTHORS?
LOVELOCK, C.H.
AMERICAN MARKETING ASSOCIATION, EDUCATORS' PROCEEDINGS,SERIES 43, 1978, P. 413.
THIS SHORT INTRODUCTION TO THREE PAPERS DISCUSSES DOCTORAL PROGRAMS IN MARKETING AND THE CAREER PATHS OF STUDENTS. AFTER BRIEFLY DESCRIBING THE PAPERS, THE PROBLEM OF RESOURCE CONSTRAINTS IS MENTIONED..
Descriptors: CAREER PATH; COLLEGES AND UNIVERSITIES; EDUCATION; HUMAN RESOURCE DEVELOPMENT; MARKETING; MARKETING EDUCATION; TEACHING; 0110; 0034; 0034; 0007; 0601; 0162; 0906

151149 ACT79A0103
THE NEXT TEN YEARS.
DIBBEN, M.
THE ACCOUNTANT, VOL.180, NO.5426, JAN.25, 1979, P. 103-104.
MALE ATTITUDES TOWARD PROFESSIONAL WOMEN WILL HAVE TO CHANGE BEFORE TRUE EQUALITY FOR WOMEN IS ACHIEVED. IF WOMEN TAKE TIME OFF FROM WORK TO RAISE FAMILIES, IT WILL CONTINUE TO BE HARDER FOR THEM TO RECEIVE THE TRAINING GIVEN TO MEN..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; COMPETITION; DISCRIMINATION; EQUAL RIGHTS; HUMAN BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; JOB MOTIVATION; PROMOTION; PSYCHOLOGY; SOCIAL CHANGE; WOMEN IN BUSINESS; 0110; 0110; 0498; 0485; 0476; 0198; 0007; 0930; 0454; 0080; 0950; 0324

151146 ACT79A0099
HEALTH ASPECTS OF THE WOMAN EXECUTIVE.
BARNES, J.
THE ACCOUNTANT, VOL.180, NO.5426, JAN.25, 1979, P. 99-100.
WOMEN EXECUTIVES HAVE HEALTH RECORDS AS GOOD AS OR BETTER THAN THEIR MALE COUNTERPARTS. THOSE WHO HAVE ACHIEVED THE PROFESSIONAL STATUS THROUGH EDUCATION AND MOTIVATION ARE LIKELY TO BE HEALTHY INDIVIDUALS AT THE OUTSET..
Descriptors: CAREER PATH; DISCRIMINATION; EDUCATION; EXECUTIVE; HEALTH; HEALTH INSURANCE; HUMAN RESOURCE DEVELOPMENT; MEDICAL; SOCIAL CHANGE; STRESS; WOMEN IN BUSINESS ; 0110; 0485; 0034; 0157; 0849; 0878; 0007; 0849; 0950; 0002; 0324

151145 ACT79A0098
WHY SO FEW?
PADDISON, L.
THE ACCOUNTANT, VOL.180, NO.5426, JAN.25, 1979, P. 98-99.
WOMEN STILL ARE IN THE LOWER ECHELON OF OCCUPATIONS WHILE FEW REACH EXECUTIVE LEVELS FOR SUBTLE AND POORLY UNDERSTOOD REASONS. MERELY REMOVING DISCRIMINATION WILL NOT PROVIDE EQUAL OPPORTUNITY WITHOUT EFFECTIVELY UTILIZING WOMEN'S EDUCATION AND POTENTIAL..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; DISCRIMINATION ; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB QUALIFICATIONS; LABOR FORCE; MANAGER; PERSONNEL MANAGEMENT; WOMEN IN BUSINESS; 0110; 0110; 0485; 0007; 0454; 1001; 0618; 0151; 0458; 0324

151144 ACT79A0097
WOMEN'S EDUCATION - A SOCIAL REVOLUTION.
MC LAUCHLAN, K.
THE ACCOUNTANT, VOL.180, NO.5426, JAN.25, 1979, P. 97-98.
THE FOUNDER OF NORTH LONDON COLLEGIATE SCHOOL, FRANCES BUSS PIONEERED EQUAL EDUCATIONAL AND PROFESSIONAL OPPORTUNITIES FOR WOMEN. OUR RAPIDLY CHANGING SOCIETY REQUIRES THAT WOMEN TODAY LEARN SKILLS WITH DISCIPLINE AND TRAINING IN MATH, SCIENCE, MODERN LANGUAGE AND ENGLISH..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; CIVIL SERVICE; COLLEGES AND UNIVERSITIES; EDUCATION; EQUAL RIGHTS; HUMAN RESOURCE DEVELOPMENT; SOCIAL CHANGE; SOCIAL RESPONSIBILITY; WOMEN; WOMEN IN BUSINESS; 0110; 0110; 0808; 0034; 0034; 0476; 0007; 0950; 0128; 0935; 0324

150695 IDW79A0858
WHAT IT TAKES TO BE A CEO.
DAY, C.R.JR.
INDUSTRY WEEK, VOL.200, NO.1, JAN.8, 1979, P. 58-59+.
TWO BASIC QUALITIES OF A CHIEF EXECUTIVE OFFICER ARE LEADERSHIP AND A CONCERN FOR PROFITS. BESIDE THE DESIRE FOR POWER, A CEO MUST KEEP THE GOAL TO SUCCEED IN FIRST PLACE IN HIS LIFE. EXTERNAL PRESSURES, HOWEVER, WILL CHANGE THE JOB IN THE FUTURE..
Descriptors: CAREER PATH; CEO; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGER BEHAVIOR; PROFIT; 0110; 0988; 0007; 0605; 0856; 0462

150306 AMR78J0805
THE SEX STRUCTURING OF ORGANIZATIONS: A SEARCH FOR POSSIBLE CAUSES.
BARTOL, K.M.
ACADEMY OF MANAGEMENT REVIEW, VOL.3, NO.4, OCT. 1978,P. 805-815, BIBLIOG. 83
SEX DIFFERENCES ARE EXAMINED AS THEY RELATE TO THREE KEY AREAS AFFECTING LEADERSHIP: LEADER BEHAVIOR OR STYLE; JOB SATISFACTION OF LEADERS AND SUBORDINATES; AND JOB PERFORMANCE. SCHEIN'S BREAKDOWN OF THE ORGANIZATIONAL STAGES IN THE PROCESS IN WHICH WOMEN ARE FILTERED OUT IS REVIEWED IN AN ATTEMPT TO PINPOINT FACTORS AIDING IN THE PASSAGE FROM ONE STATE TO THE NEXT..
Descriptors: CAREER PATH; DISCRIMINATION; HUMAN RESOURCE DEVELOPMENT; JOB PERFORMANCE; JOB SATISFACTION; LEADERSHIP; MANAGEMENT; MANAGEMENT STYLE; ORGANIZATION STRUCTURE; ORGANIZATIONAL THEORY; SUPERIOR SUBORDINATE RELATIONSHIP; TRAINING AND DEVELOPMENT; WOMEN; WOMEN IN BUSINESS; 0110; 0485 ; 0007; 0527; 0221; 0608; 0605; 0856; 0453; 0321; 0558; 0273; 0935; 0324

150199 AMA782P026
RECRUITING THE MANAGERIAL WOMAN.
VON SELDENECK, J.M.
AMERICAN MARKETING ASSOCIATION, BUSINESS PROCEEDINGS,SERIES 42, 1978, P. 26-27.
A PROBLEM FOR WOMEN IS ONE OF UPWARD MOBILITY AND HOLDING CAREER MOMENTUM IN THAT DIRECTION. A PROFILE IS GIVEN OF TODAY'S WOMAN MANAGER. SOME RECRUITMENT PROBLEMS ARE IDENTIFIED..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; MANAGEMENT; RECRUITMENT; WOMEN IN BUSINESS; 0110; 0007; 0454; 0605; 0266; 0324

150049 TRA78L0032
WHAT TRAINERS VALUE MOST.
ANON
TRAINING, VOL.15, NO.12, DEC. 1978, P. 32-33.
IN RESPONSE TO PAT MCLAGAN'S THEORY ABOUT CAREER STAGES AS REPORTED IN THE ARTICLE "PASSAGES FOR TRAINERS: DEFINING AND REDEFINING OUR ROLE", TRAINING MAGAZINE SURVEYED TRAINERS' VALUES AND INTERESTS. TRAINERS IDENTIFIED THEIR STRENGTH, HOW THEY MEASURED THEIR OWN SUCCESS AND HOW THEY VALUED THEIR TIME. THERE WERE DIFFERENT RESPONSES FROM MANAGERS THAN FROM EDUCATORS..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT TOOLS; PERFORMANCE; TRAINING AND DEVELOPMENT; 0110; 0007; 0605; 0797; 0249; 0273

149957 PAD78L0027
CAREER ALTERNATIVES AND COMPENSATION POTENTIAL.
GREENE, R.J.
THE PERSONNEL ADMINISTRATOR, VOL.23, NO.12, DEC. 1978,P. 27-30.
A SURVEY COMPARES CAREER PATH ALTERNATIVES WITHIN THE FIELD OF PERSONNEL AND HUMAN RESOURCES ACCORDING TO RELATIVE COMPENSATION LEVELS..
Descriptors: CAREER PATH; EXECUTIVE COMPENSATION; HUMAN RESOURCE DEVELOPMENT; PERSONNEL MANAGEMENT; SALARY; 0110; 0158 ; 0007; 0458; 0444

149953 ORD78R0045
THE MIDCAREER CONUNDRUM.
KETS DE VRIES, M.F.R.
ORGANIZATIONAL DYNAMICS, VOL.7, NO.2, AUTUMN 1978,P. 45-62, BIBLIOG. 7
THE INDIVIDUAL FACING A MID-LIFE CAREER CRISIS CAN BE AIDED IN THIS BY ORGANIZATIONAL INTERVENTION, IN THE FORM OF SUCH POSSIBLE REACTIONS AS THE CONSTRUCTIVE, THE UNDERACHIEVEMENT, THE DEFENSIVE, AND THE DEPRESSED. CONSTRUCTIVE MEASURES INVOLVE COUNSELING TO MODIFY ESTABLISHED BEHAVIOR AND REEDUCATION TO BE ABLE TO ASSUME JOBS MORE IN LINE WITH CHANGING CONDITIONS..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; COUNSELING; CRISIS MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; JOB SECURITY; MANAGEMENT; MANAGEMENT EDUCATION; OBSOLESCENCE; PSYCHOLOGY; STRESS; 0110; 0110; 0923; 0777; 0007; 0054; 0605; 0233; 0577; 0080; 0002

149633 IMG79A0033
CHOOSING THE RIGHT MAN TO RULE AN EMPIRE.
OATES, D.
INTERNATIONAL MANAGEMENT, VOL.34, NO.1, JAN. 1979,P. 33-35.
ABILITY TO ASSUME RESPONSIBILITY IS VERY IMPORTANT IN SELECTION OF A TOP EXECUTIVE. STEADY PROGRESS AND ORGANIZATIONAL STABILITY MAYBE BETTER ACHIEVED BY A SLOWER MOVING, QUIET BUT EFFICIENT LEADER..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; LEADERSHIP; MANAGEMENT; MANAGEMENT DEVELOPMENT; MANAGER BEHAVIOR; ORGANIZATIONAL DEVELOPMENT; PERSONNEL MANAGEMENT; PROMOTION; 0110; 0110; 0007; 0608; 0605; 0588; 0856; 0686; 0458; 0454

149106 PRO78K0012
WHAT IT TAKES TO BECOME A CONSULTANT IN YOUR OWN FIELD.
ANON
PROFESSIONAL REPORT, VOL.8, NO.11, NOV. 1978, P. 12-14.
THE CONSULTING BUSINESS IS A LOGICAL CHOICE FOR THE EXPERIENCED EXECUTIVE SEEKING A CHANGE OR RETIREMENT OCCUPATION. THE FUNCTIONS OF A CONSULTANT, COMPENSATION, ETHICS, GETTING STARTED, AND RETAINING CLIENTS ARE AMONG THE SUBJECTS DISCUSSED..
Descriptors: BUSINESS ETHICS; CAREER PATH; COMPENSATION; CONSULTANT; CUSTOMER SATISFACTION; HUMAN RESOURCE DEVELOPMENT; JOB DESCRIPTION; MANAGEMENT; 0100; 0110; 0121; 0123; 0567; 0007; 0055; 0605

148870 GAF78R0045
FITTING THE PRACTIONER INTO ACADEME.
FINLEY, J.J.
GOVERNMENT ACCOUNTANTS JOURNAL, VOL.27, NO.3, FALL 1978,P. 45-52.
COLLEGE AND UNIVERSITY TEACHING IS OFFERED AS AN ALTERNATIVE PROFESSION FOR ACCOUNTANTS. PROBLEMS OF SUCH A CAREER SHIFT ARE DISCUSSED..
Descriptors: ACCOUNTING; CAREER DEVELOPMENT; CAREER PATH; COLLEGES AND UNIVERSITIES; HUMAN RESOURCE DEVELOPMENT; 0556; 0110; 0110; 0034; 0007

148631 BH078L0074
CLASSROOM TO BOARDROOM: WHAT YOU LEARNED MAY NOT HELP YOU.
LAUENSTEIN, M.C.
BUSINESS HORIZONS, VOL.21, NO.1-6, DEC. 1978, P. 74-81.
ANALYTICAL TECHNIQUES TAUGHT IN SCHOOL MAY BE REPLACED IN PRACTICE BY DECISIONS BASED ON EXPERIENCE, JUDGEMENT, AND PERSONAL ATTITUDES. ANALYTICAL TECHNIQUES ARE POTENTIALLY VALUABLE. EARNING A DOCTORATE CARRIES NEGATIVE ASSOCIATIONS WHEN GENERAL MANAGEMENT IS THE GOAL..
Descriptors: ANALYTICAL TECHNIQUES; CAREER PATH; DECISION MAKING; EDUCATION; EXECUTIVE; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; QUANTITATIVE METHODS; 0779; 0110; 0494; 0034; 0157 ; 0007; 0605; 0008

148452 SAM78R0054
THE FIRST JOB: MAKING THE TRANSITION TO MANAGER.
ANON
SA M ADVANCED MANAGEMENT JOURNAL, VOL.43, NO.4,AUTUMN 1978, P. 54-60.
CAREER GOAL PLANNING IS ESSENTIAL BEFORE ACCEPTING A MANAGERIAL JOB. GENERAL TRAINING RATHER THAN SPECIALIZATION IS IMPORTANT FOR ANYONE WHO SEEKS A TOP MANAGEMENT POSITION..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; GOALS AND OBJECTIVES; HUMAN RESOURCE DEVELOPMENT; JOB ENRICHMENT; JOB MOTIVATION; JOB TRAINING; MANAGEMENT; MANAGER BEHAVIOR; 0110; 0110; 0251; 0007; 0221; 0930; 0273; 0605; 0856

148451 SAM78R0048
HOW TO LOOK FOR A JOB.
MCCLENDON, E.L.
SA M ADVANCED MANAGEMENT JOURNAL, VOL.43, NO.4,AUTUMN 1978, P. 48-53.
CAREER GOALS SHOULD BE DEFINED, A RESUME, PROSPECTS, STRATEGIES, AND REFERENCES DEVELOPED BEFORE A JOB HUNT BEGINS. A POSITIVE ATTITUDE CAN BE REINFORCED BY READING, WRITING, RECREATION AND SOCIAL ACTIVITY..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EMPLOYMENT POLICY; HUMAN RESOURCE DEVELOPMENT; JOB HUNTING; JOB QUALIFICATIONS; LONG RANGE PLANNING AND OBJECTIVES; MANAGEMENT; RECRUITMENT; 0110; 0110; 0279; 0007; 0891; 1001; 0230; 0605; 0266

148368 PEJ78J0572
MYTHS, MANAGEMENT AND WOMEN.
BILES, G.E.; PRYATEL, H.A.
PERSONNEL JOURNAL, VOL.57, NO.10, OCT. 1978, P. 572-577,BIBLIOG. 23
SOME COMMON MYTHS ABOUT WOMEN'S FITNESS FOR MANAGEMENT POSITIONS ARE DISPELLED, AND THE PROBLEMS OF DEALING WITH A LARGELY UNTAPPED AREA OF QUALIFIED PERSONNEL ARE DELINEATED, WITH SUGGESTIONS FOR CHANGE..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT TRAINING; MANAGER BEHAVIOR; MOTIVATION; PERFORMANCE; RECRUITMENT; WOMEN; WOMEN IN BUSINESS; 0110; 0007; 0605; 0233; 0856; 0622; 0249; 0266; 0935; 0324

147816 CBR78J0044
ADAPTING TO MARRIAGE.
VAILLANT, G.E.
ACROSS THE BOARD, VOL.15, NO.10, OCT. 1978, P. 44-47.
A LONGITUDINAL STUDY OF MEN COMPARING MARRIAGE ADJUSTMENT TO CAREER SUCCESS SHOWS A HAPPY MARRIAGE TO BE A GOOD PREDICTOR OF MENTAL HEALTH AND CAREER SATISFACTION AND SUCCESS..
Descriptors: CAREER PATH; HUMAN BEHAVIOR; HUMAN RELATIONS; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; PSYCHOLOGY; SOCIAL ISSUES; 0110; 0198; 0199; 0007; 0221; 0080; 0915

146467 SAM78P0021
RECOGNIZING AND DEALING WITH THE ENTREPRENEUR.
WELSH, J.A.; WHITE, J.F.
SA M ADVANCED MANAGEMENT JOURNAL, VOL.43, NO.3,SUMMER 1978, P. 21-31.
SEVEN STEPS ARE IDENTIFIED THAT ARE ESSENTIAL TO A SUCCESSFUL ENTREPRENEURIAL CAREER..
Descriptors: CAREER PATH; ENTREPRENEURSHIP; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; 0110; 0210; 0007; 0605

146437 PPS78P0259
SEX ROLE STEREOTYPING, ABILIY AND PERFORMANCE: PRIOR RESEARCH AND NEW DIRECTIONS.
SCHEIN, V.E.
PERSONNEL PSYCHOLOGY, VOL.31, NO.2, SUMMER 1978,P. 259-268, BIBLIOG. 28
STEREOTYPICAL THINKING MAY AFFECT WOMEN IN ASPIRING TO MIDDLE AND UPPER MANAGEMENT POSITIONS, NOT ONLY IN HIRING AND PLACEMENT SITUATIONS, BUT ALSO IN RELATIONSHIPS WITH SUPERIORS AND SUBORDINATES. IT MAY PREVENT WOMEN FROM ESTABLISHING NECESSARY POWER ACQUISITION BEHAVIOR, AS WELL AS IMPAIR SUCCESSFUL MANAGEMENT AND REDUCE MOTIVATION..
Descriptors: CAREER PATH; DISCRIMINATION; HUMAN RESOURCE DEVELOPMENT; INTERPERSONAL COMMUNICATION; JOB MOBILITY; JOB PERFORMANCE; MANAGEMENT; MANAGEMENT STYLE; MANAGER BEHAVIOR; ORGANIZATIONAL BEHAVIOR; PERFORMANCE APPRAISAL; PROMOTION; PSYCHOLOGY; WOMEN; 0110; 0485; 0007; 0199; 0110; 0527; 0605; 0856; 0856; 0938; 0527; 0454; 0080; 0935

146397 NAB78I0036
HOW THE PRESIDENT STAYS HEALTHY.
LOUVIERE, V.
NATION'S BUSINESS, VOL.66, NO.9, SEPT. 1978, P. 36.
DR. WILLIAM LUKASH, WHITE HOUSE PHYSICIAN, DISCUSSES THE PRESIDENT'S HEALTH AND HIS SERVING AS PHYSICIAN FOR THE NATION'S PRESIDENT. ADVICE FOR EXECUTIVES IS GIVEN..
Descriptors: CAREER PATH; CEO; HEALTH; HUMAN RESOURCE DEVELOPMENT; 0110; 0988; 0849; 0007

203

210

146371 MRP78C0012
PROFESSIONALS AND THE PUBLIC SERVICE - TIME FOR SOME SECOND THOUGHTS?
SCHOTT, R.L.
MIDWEST REVIEW OF PUBLIC ADMINISTRATION, VOL.12, NO.1,MARCH 1978, P. 12-17.
CONTRARY TO THE PREVAILING VIEW THAT SPECIALIZED PROFESSIONAL DOMINATION OF THE EXECUTIVE RANKS OF THE PUBLIC SERVICE HAS NEGATIVE IMPLICATIONS, IT IS ARGUED THAT A MORE BALANCED VIEW IS NEEDED..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; PUBLIC ADMINISTRATION; 0110; 0007; 0005

146057 HRP78N0053
PILOT APPLICATION OF CRITERIA-BASED HUMAN RESOURCE PLANNING.
ETTELSTEIN, M.S.; JACKSON, T.
HUMAN RESOURCE PLANNING, VOL.1, NO.1, SPRING 1978, P. 53+.
THE TEXAS WATER QUALITY BOARD PILOT TESTED A HUMAN RESOURCE PLANNING METHODOLOGY FOR ASSESSMENT AND IMPROVEMENT OF THE EPA METHODOLOGY, DETERMINATION OF TRAINING AND STAFFING NEEDS, AND AN APPROACH FOR BUDGET AND PLANNING ON A CONTINUING BASIS. THE DEFINITION OF WORKLOADS PROVED PROBLEMATIC AS ESTIMATES WERE BASED ON PREVIOUS EXPERIENCES AND ASSUMPTIONS..
Descriptors: BUDGETING; CAREER PATH; EPA; HUMAN RESOURCE DEVELOPMENT; HUMAN RESOURCE INVENTORY; MANAGEMENT INFORMATION SYSTEMS; TRAINING AND DEVELOPMENT; 0510; 0110; 0630; 0007; 0200; 0051; 0273

146051 HRP78N0001
LINKING HUMAN RESOURCE PLANNING AND STRATEGIC PLANNING.
WALKER, J.W.
HUMAN RESOURCE PLANNING, VOL.1, NO.1, SPRING 1978, P. 1-18.
BUSINESS PLANNING AND HUMAN RESOURCE PLANNING ARE LOGICALLY PARALLEL PROCESSES WITH THE FORMER INFLUENCED BY THE LATTER IN AREAS OF COST ECONOMICS, AND CAPACITY TO OPERATE EFFECTIVELY AND UNDERTAKE NEW OR CHANGED OPERATIONS. INFORMAL MANAGEMENT THOUGHT ON BUSINESS STRATEGIES CAN RESULT IN RECOGNITION OF HUMAN RESOURCE ISSUES..
Descriptors: CAREER PATH; FACTOR ANALYSIS; GOALS AND OBJECTIVES; HUMAN RESOURCE DEVELOPMENT; HUMAN RESOURCE INVENTORY; MANAGEMENT; MANAGEMENT POLICY; ORGANIZATION PLANNING; PLANNING; TURNOVER; 0110; 0534; 0251; 0007; 0200; 0605; 0933; 0318; 0251; 0429

146049 HRM78P0024
GETTING TO THE TOP IN TODAY'S BUSINESS ENVIRONMENT.
BEAM, H.H.
HUMAN RESOURCE MANAGEMENT, VOL.17, NO.2, SUMMER 1978,P. 24-28.
MANY OF TODAY'S INDUSTRIES HAVE GROWN AND DIVERSIFIED TO SUCH AN EXTENT THAT THE YOUNG MEN AND WOMEN SEEKING TOP MANAGEMENT POSITIONS IN THESE INDUSTRIES MUST HAVE BROADER, MORE SOPHISTICATED BACKGROUNDS THAN THOSE OF THEIR ELDERS. THE OPTIMUM PREPARATION FOR TOMORROW'S TOP MANAGEMENT POSITIONS INCLUDES AN MBA, A MORE FUNCTIONAL BUSINESS BACKGROUND AND EARLY EXPERIENCE IN MANY AREAS OF CORPORATE ACTIVITY..
Descriptors: CAREER PATH; CORPORATE BEHAVIOR; DIVERSIFICATION; EDUCATION; EXECUTIVE; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; MANAGEMENT EDUCATION; MANAGEMENT TRAINING; MBA; PROMOTION; TRAINING AND DEVELOPMENT; UPPER MANAGEMENT; 0110; 0127; 0734; 0034; 0157; 0007; 0454; 0233; 0233; 0233; 0454; 0273; 0275

145781 BWE78I18B9
HOW RPI HELPS LOCATE TALENT.
ANON
BUSINESS WEEK, NO.2552, SEPT.18, 1978, P. 129-130.
RENSSELAER POLYTECHNIC SCHOOL OF MANAGEMENT HAS A SYSTEM TO IDENTIFY MANAGEMENT FUNCTIONS AND CHARACTERISTICS NEEDED FOR CERTAIN JOBS AND INDICATE WHICH OF THESE CAN BE TRAINED FOR. IT PLANS TO MONITOR GRADUATE PROGRESS TO SEE ACCURACY OF FORECASTS REGARDING MANAGER ABILITY..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; HUMAN RESOURCE INVENTORY; JOB QUALIFICATIONS; MANAGEMENT; MANAGEMENT FUNCTIONS; MANAGEMENT STYLE; MANAGEMENT TRAINING; MANAGER; MBA ; STUDENT; 0110; 0007; 0200; 1001; 0605; 0620; 0856; 0233; 0157; 0233; 0954

145384 PRJ78F0016
CONTINUING EDUCATION: AN OVERVIEW.
ANON
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CONTINUING PUBLIC RELATIONS EDUCATION IN THE LAST FIVE YEARS HAS GROWN AND PREDICTIONS ARE THAT IT WILL CONTINUE TO GROW AT A FASTER RATE. A LIST OF SPONSORS OF PROGRAMS IS INCLUDED..
Descriptors: CAREER PATH; COLLEGES AND UNIVERSITIES; EDUCATION; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; PROFESSIONAL RESPONSIBILITY; PUBLIC RELATIONS; 0110; 0034; 0034; 0007; 0605; 0750; 0255

211

212

144390 PER78E0043
UPPER MOBILITY: THE GF WAY OF OPENING EMPLOYEE ADVANCEMENT OPPORTUNITIES.
DUVAL, B.A.; COURTNEY, R.S.
PERSONNEL, VOL.55, NO.3, MAY-JUNE 1978, P. 43-53.
GENERAL FOODS HAD A PROBLEM OF HOW TO ADVANCE LOWER LEVEL EMPLOYEES. IN A NEW SIX-POINT PROGRAM MANAGEMENT WAS ABLE TO MOTIVATE AND CHALLENGE EMPLOYEES TO DEVELOP SKILLS AND ADVANCE. THEIR UPWARD MOBILITY PROGRAM IS DISCUSSED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EEO; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB DEVELOPMENT; JOB MOBILITY; JOB SATISFACTION; MANAGEMENT; MANAGEMENT FUNCTIONS; MANAGEMENT TOOLS; STAFF ORGANIZATION; 0110; 0110; 0283; 0007; 0454; 0219; 0110; 0221; 0605; 0620; 0797; 0265

144297 MBA78F0026
MBA INVENTS THE BIG APPLE CIRCUS.
MARGOLIS, S.
MBA: MASTER IN BUSINESS ADMINISTRATION, VOL.12, NO.6,JUNE/JULY 1978, P. 26-28.
PROFILES THE BUSINESS AND ARTISTIC TALENTS OF PAUL BINDER (MBA COLUMBIA 1968) CURRENTLY PRODUCING HIS OWN BIG APPLE CIRCUS AND RUNNING THE NEW YORK SCHOOL OF CIRCUS ARTS..
Descriptors: CAREER PATH; ENTREPRENEURSHIP; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MBA; 0110; 0310; 0007; 0605; 0233

144034 FOR78E0886
RETIREMENT AT SEVENTY: A NEW TRAUMA FOR MANAGEMENT.
ROSS, I.
FORTUNE, VOL.97, NO.9, MAY 8, 1978, P. 106-112.
OVERTURNING THE CORNERSTONE OF NATIONAL RETIREMENT POLICY, THE RECENTLY ENACTED AGE-DISCRIMINATION AMENDMENTS WILL CREATE PROBLEMS FOR BUSINESS MANAGEMENT WHICH MAY TRY TO EASE THOSE OF LESSER TALENTS OUT OF THEIR JOBS EARLIER..
Descriptors: AGE; CAREER DEVELOPMENT; CAREER PATH; DISCRIMINATION; EMPLOYMENT POLICY; GOVERNMENT AID; GOVERNMENT REGULATION; HUMAN RESOURCE DEVELOPMENT; JOB QUALIFICATIONS; JOB SECURITY; LEGISLATION; MANAGEMENT; PENSION PLAN; PERSONNEL MANAGEMENT; PROMOTION; RETIREMENT; 0831; 0110; 0110; 0485; 0279; 0304; 0188; 0007; 1001; 0054; 0188; 0605; 0469; 0458; 0454; 0759

143919 CNV78N0021
JOB TARGETING IN THE BUSINESS COLLEGE.
SCHNEID, P.L.
COLLEGIATE NEWS AND VIEWS, VOL.31, NO.3, SPRING 1978,P. 21-24.
RECOMMENDS THAT BUSINESS SCHOOLS TAKE MORE INITIATIVE IN COUNSELING AND JOB TARGETING IN AN EFFORT TO BETTER MATCH GRADUATES WITH SUITABLE JOBS..
Descriptors: CAREER PATH; COUNSELING; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB PERFORMANCE; JOB SATISFACTION; MANAGEMENT; MANAGEMENT TRAINING; 0110; 0923; 0034; 0007; 0527; 0221; 0605; 0233

143906 CNV77M0015
THE BACHELOR'S DEGREE IN TECHNICAL CAREERS: BUSINESS OPTIONS FOR THE VOCATIONAL-TECHNICAL ASSOCIATE DEGREE GRADUATE.
REYNOLDS, R.J.
COLLEGIATE NEWS AND VIEWS, VOL.31, NO.2, WINTER 1977-1978,P. 15-17.
THE VOCATIONAL-TECHNICAL ASSOCIATE DEGREE STUDENT CAN COMPLETE BACHELOR DEGREE REQUIREMENTS AT SOUTHERN ILLINOIS UNIVERSITY, CARBONDALE, WITH 60 ADDITIONAL SEMESTER HOURS IF HIS CAREER DIRECTION IS UNCHANGED. OFFICE SUPERVISION, MANAGEMENT CONTROL, MEDICAL MANAGEMENT AND AUTOMOTIVE MANAGEMENT ARE SOME OF THE OPTIONS OFFERED..
Descriptors: CAREER PATH; COLLEGES AND UNIVERSITIES; GOALS AND OBJECTIVES; HUMAN RESOURCE DEVELOPMENT ; MANAGEMENT CONTROL; MEDICAL; STUDENT; SUPERVISOR; TECHNOLOGY ; 0110; 0110; 0034; 0251; 0007; 0591; 0849; 0954; 0427; 0433

143905 CNV77M0011
A PERSPECTIVE ON BUSINESS FACULTY MOBILITY.
GOULD, S.; LITZINGER, W.
COLLEGIATE NEWS AND VIEWS, VOL.31, NO.2, WINTER 1977-1978,P. 11-14.
HIGHER MOBILITY AMONG PROFESSORS APPEARS TO EXIST AMONG THOSE NEW TO THE PROFESSION, UNTENURED, OF LOW ACADEMIC RANK AND RECENTLY RECEIVING TERMINAL DEGREE. CAREER STAGE OUTRANKS FAMILY SIZE, SPOUSE WORKING STATUS, TEACHING LOAD OR JOB EXPECTATIONS AS A MOBILITY FACTOR..
Descriptors: CAREER PATH; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB MOBILITY; LABOR MARKET; TEACHING; VARIATIONAL ANALYSIS; 0110; 0034; 0007; 0110; 0609; 0906; 0598

143736 BUS78N0059
WOMEN ACCOUNTANTS ARE SCARCELY ADDING UP.
RANKIN, D.
BUSINESS AND SOCIETY REVIEW, NO.25, SPRING 1978, P. 59-61.
STATISTICS CONCERNING WOMEN IN THE ACCOUNTING PROFESSION ARE PRESENTED. THE DIFFICULTIES ENCOUNTERED AND THE CAREER PATHS OF SOME ARE DESCRIBED..
Descriptors: ACCOUNTING; CAREER DEVELOPMENT; CAREER PATH; EMPLOYMENT; HUMAN RESOURCE DEVELOPMENT; WOMEN; WOMEN IN BUSINESS; 0556; 0110; 0110; 0115; 0007; 0935; 0324

143397 VIT78E0430
EDUCATION AND DIPLOMACY.
KANAKARATNE, N.
VITAL SPEECHES, VOL.44, NO.14, MAY 1, 1978, P. 430-433.
A GRADUATION ADDRESS BY SRI LANKA'S AMBASSADOR PRESENTS THE TRAINING RECEIVED BY A DIPLOMAT TO FACE THE REALITY OF CHANGE, AND ADVISES THE STUDENTS TO MAKE THE BEST POSSIBLE USE OF THEIR LEARNING IN ACCEPTING THE CHALLENGE OF THE CHANGING WORLD..
Descriptors: CAREER PATH; COLLEGES AND UNIVERSITIES; ECONOMIC TRENDS; EDUCATION; HUMAN RESOURCE DEVELOPMENT; POLITICS; QUALITY OF LIFE; SOCIAL CHANGE; 0110; 0034; 0564; 0034; 0007; 0794; 0644; 0950

143388 UML78E0045
SOURCES OF OCCUPATIONAL INFORMATION USED BY ALABAMA HIGH SCHOOL SENIORS.
BAIN, T.; FOTTLER, M.D.
(U.S.) MONTHLY LABOR REVIEW, VOL.101, NO.5, MAY 1978,P. 45-46.
OCCUPATIONAL INFORMATION SOURCES USED BY HIGH SCHOOL SENIORS ARE DETERMINED TO EXPLAIN LABOR MARKET IMBALANCES. TEACHERS ARE FOUND TO BE THE MAJOR SOURCE OF INFORMATION..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; ECONOMICS; EDUCATION; HUMAN RESOURCE DEVELOPMENT; INDUSTRIAL RELATIONS; LABOR MARKET; YOUTH; 0110; 0110; 0677; 0034; 0007; 0036; 0609; 0831

143221 ORD78N0057
DUAL CAREERS - HOW DO COUPLES AND COMPANIES COPE WITH THE PROBLEMS?
HALL, F.S.; HALL, D.T.
ORGANIZATIONAL DYNAMICS, VOL.6, NO.4, SPRING 1978,P. 57-77.
TO COPE WITH DUAL CAREER STRESSES, COUPLES NEED FLEXIBILITY, COMMITMENT TO THEIR OWN AND PARTNER'S CAREERS AND A LARGE TIME AND ENERGY INVESTMENT. COMPANY ACTION SHOULD FOCUS ON AUDITING, REVISION OF POLICY, ASSISTANCE IN CAREER MANAGEMENT, SUPERVISOR TRAINING, INTERCOMPANY COOPERATION AND FLEXIBLE WORK ENVIRONMENT..
Descriptors: AUDITING; CAREER DEVELOPMENT; CAREER PATH; DISCRIMINATION; ECONOMIC PLANNING; ECONOMICS; EMPLOYEE BENEFITS; HUMAN RESOURCE DEVELOPMENT; JOB MOTIVATION; LABOR FORCE; MANAGEMENT; MANAGEMENT STRATEGY; MANAGEMENT STRATEGY; MOTIVATION; PROMOTION; RECRUITMENT; WOMEN IN BUSINESS; 0059; 0110; 0110; 0485; 0478; 0677; 0475; 0007; 0930; 0618; 0605; 0933; 0933; 0622; 0454; 0266; 0324

143043 INT78E0048
AFTER 25 YEARS: A SURVEY OF OPERATIONS RESEARCH ALUMNI, CASE WESTERN RESERVE UNIVERSITY.
RASMUSSEN, J.J.; GEORGE, T.
INTERFACES, VOL.8, NO.3, MAY 1978, P. 48-52.
A SURVEY OF OPERATIONS RESEARCH MAJORS IS PRESENTED. A GENERAL LACK OF PRACTICAL APPLICATION OF OPERATIONS RESEARCH PRINCIPLES IS PERCEIVED BY OPERATIONS RESEARCH ALUMNI..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; DESIGN; EDUCATION; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT SCIENCE; OPERATIONS RESEARCH; QUANTITATIVE METHODS; 0110; 0110; 0633; 0034; 0007; 0554; 0244; 0008

142532 ASQ78F0318
INSTITUTIONAL CHANGE, CAREER MOBILITY, AND JOB SATISFACTION.
ROOS, L.L. JR.
ADMINISTRATIVE SCIENCE QUARTERLY, VOL.23, NO.2, JUNE 1978,P. 318-330, BIBLIOG. 31
THE IMPACT OF SOCIAL AND ECONOMIC CHANGE ON THE BEHAVIOR OF TURKEY'S TOP BUREAUCRATS IS EXAMINED. A LACK OF GENERALIZABILITY IS OBSERVED AND ITS IMPLICATIONS ON RESEARCH ARE DISCUSSED..
Descriptors: BEHAVIORAL SCIENCE; CAREER PATH; ECONOMIC DEVELOPMENT; GOVERNMENT BUREAUCRACY; HUMAN RESOURCE DEVELOPMENT; INTERNATIONAL; JOB SATISFACTION; MANAGEMENT; ORGANIZATIONAL BEHAVIOR; PUBLIC ADMINISTRATION; SOCIAL CHANGE; TURKEY; 0080; 0110; 0674; 0507; 0007; 0009; 0221; 0605; 0938; 0005; 0950; 0387

142237 SAM78N0058
PICKING THE FASTEST ROUTE TO THE TOP.
GREENBERG, K.
SAM ADVANCED MANAGEMENT JOURNAL, VOL.43, NO.2, SPRING1978, P. 58-64.
PLACING HIGH ACHIEVING YOUNG MANAGERS IN ACCELERATED DEVELOPMENT PROGRAMS IS OFTEN DONE WITHOUT NOTIFYING THE MANAGERS, AS MANAGEMENT FEARS THIS FAST TRACKING POLICY MIGHT DISCOURAGE EMPLOYEES WHO ARE NOT SO CHOSEN. ASPIRANTS TO TOP MANAGEMENT JOBS ARE OFFERED CAREER PLANNING GUIDELINES..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB MOTIVATION; JOB PERFORMANCE; MANAGEMENT; MANAGEMENT POLICY; PROMOTION; 0110; 0110; 0007; 0454; 0930; 0527; 0605; 0933; 0454

142234 SAM78N0033
CAREER PLANNING AND MANAGEMENT IN ORGANIZATIONS.
MILLER, D.B.
SA M ADVANCED MANAGEMENT JOURNAL, VOL.43, NO.2, SPRING1978, P. 33-43.
CAREER PLANNING IS GAINING IN ORGANIZATIONAL INTEREST, ESPECIALLY WITH THE WORKING PROFESSIONAL, COUNSELORS IN EDUCATION AND THE PROFESSIONS, AND WITH MANAGEMENT. IMPROVED PRODUCTIVITY AS WELL AS RESPONSE TO INDIVIDUAL NEEDS AND GOALS CAN BE ACHIEVED THROUGH SUCH INTEREST IN HUMAN RESOURCE DEVELOPMENT..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; COUNSELING; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB DEVELOPMENT; JOB MOTIVATION; JOB SATISFACTION; MANAGEMENT; MANAGEMENT FUNCTIONS ; MANAGEMENT STYLE; ORGANIZATIONAL DEVELOPMENT; PRODUCTIVITY; PROFIT MOTIVE; QUALITY OF LIFE; 0110; 0110; 0923; 0034; 0007; 0219; 0930; 0221; 0605; 0620; 0856; 0686; 0662; 0296; 0644

142170 PEJ78E0260
DEMOTIVATION - ITS CAUSE AND CURE.
MEYER, M.C.
PERSONNEL JOURNAL, VOL.57, NO.5, MAY 1978, P. 260-266.
DECLINE IN EMPLOYEE JOB COMMITMENT AND MOTIVATION RESULT FROM LACK OF CAPITALIZATION ON ALL AVAILABLE RESOURCES, CONSTRUCTIVE FEEDBACK, SENSIVITY TO PERSONAL NEEDS, PSYCHOLOGICAL SUPPORT AND CONSISTENCY. PERSONNEL MUST PROVIDE TOP MANAGEMENT WITH MORE FUNCTIONAL INFORMATION..
Descriptors: CAREER PATH; COMPETITION; COST; EMPLOYEE BEHAVIOR; FEEDBACK; HUMAN RESOURCE DEVELOPMENT; HUMAN RESOURCE ACCOUNTING; INTERVIEW TECHNIQUE; JOB SATISFACTION; MANAGEMENT; MOTIVATION; PRODUCTIVITY; PROFITABILITY; PSYCHOLOGY; SUPERIOR SUBORDINATE RELATIONSHIP; SUPERVISOR; 0110; 0498; 0716; 0958; 0163; 0007; 0200; 0543; 0221; 0605; 0622; 0662; 0972; 0080; 0558; 0427

142167 PEJ78E0247
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PEARSON, H.G.
PERSONNEL JOURNAL, VOL.57, NO.5, MAY 1978, P. 247-249.
SKILLS INVOLVED IN JOBS ARE OF PARAMOUNT INTEREST TO STUDENTS ENTERING THE LABOR MARKET, AND EMPLOYERS SHOULD DESCRIBE KEY ENTRY JOBS AND WHERE THEY MIGHT LEAD IN THESE TERMS..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; CORPORATE IMAGE; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB DESCRIPTION; JOB MOTIVATION; MANAGEMENT; PUBLIC RELATIONS; RECRUITMENT; STUDENT; 0110; 0110; 0255; 0034; 0007; 0055; 0930; 0605; 0255; 0266; 0954

142106 MRE78D0056
THE RESULTS: HOW CAREER PLANNING PAYS OFF.
SOUERWINE, A.H.
MANAGEMENT REVIEW, VOL.67, NO.4, APRIL, 1978, P. 56-61.
AN ADAPTATION FROM THE AUTHOR'S BOOK, CAREER STRATEGIES. LISTED ARE THIRTY-FOUR BASIC PRINCIPLES OF CAREER STRATEGY..
Descriptors: BEHAVIORAL SCIENCE; CAREER DEVELOPMENT; CAREER PATH; HUMAN BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB DEVELOPMENT; JOB SATISFACTION; MANAGEMENT; MOTIVATION; 0080; 0110; 0110; 0198; 0007; 0454; 0219; 0221; 0605; 0622

141809 HRM78N0008
CAREER PLANNING IN THE ORGANIZATION.
GOULD, S.
HUMAN RESOURCE MANAGEMENT, VOL.17, NO.1, SPRING 1978,P. 8-11, BIBLIOG. 5
CAREER PLANNING WITHIN THE ORGANIZATION MUST BE DEVELOPMENTAL, CONSISTENT AND WELL PLANNED. THREE IMPORTANT POINTS ARE: PERSONAL ASSESSMENT AND GOAL SETTING, PERSONNEL ASSESSMENT AND ORGANIZATION ASSESSMENT. TO OPERATE EFFICIENTLY THE ORGANIZATION MUST DEVELOP PEOPLE..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB DEVELOPMENT; MANAGEMENT; MANAGEMENT TOOLS; MBO; PERSONNEL MANAGEMENT; 0110; 0110; 0007; 0219; 0605; 0797; 0589; 0458

141808 HRM78N0002
DOES CAREER PLANNING ROCK THE BOAT?
WALKER, J.W.
HUMAN RESOURCE MANAGEMENT, VOL.17, NO.1, SPRING 1978,P. 2-7.
CAREER PLANNING IS OFTEN IN CONFLICT WITH A COMPANY'S NEEDS. HOW TO BALANCE THE NEEDS OF THE COMPANY IS OFTEN A PROBLEM. THIS ARTICLE EXPLORES THE RAMIFICATIONS OF THESE PROBLEMS..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EMPLOYEE; EMPLOYEE BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; JOB DEVELOPMENT ; MANAGEMENT; MANAGEMENT TOOLS; ORGANIZATIONAL DEVELOPMENT; 0110; 0110; 0958; 0958; 0007; 0219; 0605; 0797; 0686

141632 CBR78E0028
CHANGE OF LIFE PRIORITIES.
SCHWED, P.
ACROSS THE BOARD, VOL.15, NO.5, MAY 1978, P. 28-32.
PERSONAL CHARACTERISTICS OF THE OLDER PERSON ARE OFTEN UNCONSTRUCTIVE, AND WE SHOULD TAKE CARE AS WE AGE AND CHANGE JOB STATUS TO SEMI RETIREMENT TO GIVE UP CERTAIN ASPECTS OF AUTHORITY GRACIOUSLY..
Descriptors: AGE; CAREER PATH; DELEGATION OF AUTHORITY; EMPLOYMENT POLICY; HUMAN RESOURCE DEVELOPMENT; JOB ENRICHMENT; LEADERSHIP; MANAGEMENT; PERSONNEL MANAGEMENT; PRODUCTIVITY; QUALITY OF LIFE; RETIREMENT; SOCIAL CHANGE; 0831; 0110; 0140; 0279; 0007; 0221; 0608; 0605; 0458; 0662; 0644; 0759; 0950

141158 PER78C0054
PLANNING JOB PROGRESSION FOR EFFECTIVE CAREER DEVELOPMENT AND HUMAN RESOURCES MANAGEMENT.
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JOB EVALUATION SYSTEM TO GUIDE EMPLOYEES THROUGH THEIR CAREER DECISIONS IS DESCRIBED. IMPLEMENTATION METHODS ARE ALSO DISCUSSED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EMPLOYEE BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; JOB CLASSIFICATION; JOB EVALUATION; MANAGEMENT; ORGANIZATIONAL BEHAVIOR; ORGANIZATIONAL DEVELOPMENT; PLANNING; 0110; 0110; 0958; 0007; 0055; 0929; 0605; 0938; 0686; 0251

141157 PER78C0046
TAKING THE MYSTERY OUT OF CAREER DEVELOPMENT.
FAZEL, M.
PERSONNEL, VOL.55, NO.2, MARCH-APRIL 1978, P. 46-53.
TRADITIONAL CAREER DEVELOPMENT PROGRAMS ARE COMPARED TO THAT OF A BANK WHERE CAREER DEVELOPMENT IS IMPLEMENTED VIA SUPERIOR-SUBORDINATE INTERACTIONS..
Descriptors: BANK; CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; INTERNAL AUDIT; MANAGEMENT; MANAGEMENT DEVELOPMENT; MANAGEMENT STRATEGY; MANAGER BEHAVIOR; ORGANIZATIONAL DEVELOPMENT; ORGANIZATIONAL BEHAVIOR; SUPERIOR SUBORDINATE RELATIONSHIP; 0001; 0110; 0110; 0007; 0468; 0605; 0588; 0933; 0856; 0686; 0938; 0558

141156 PER78C0030
A MODEL CAREER PLANNING PROGRAM.
BENSON, P.G.; THORNTON, G.C. III
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A FRAMEWORK FOR A SUCCESSFUL CAREER PLANNING PROGRAM IS DEVELOPED. THE NEED FOR EMPLOYEE AND ORGANIZATION COORPERATION IS NOTED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EMPLOYEE BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT DEVELOPMENT; MANAGEMENT POLICY; ORGANIZATIONAL DEVELOPMENT; ORGANIZATIONAL BEHAVIOR; 0110; 0110; 0958; 0007; 0605; 0588; 0933; 0686; 0938

141155 PER78C0023
CAREER DEVELOPMENT: AN INTEGRATION OF INDIVIDUAL AND ORGANIZATIONAL NEEDS.
APLIN, J.C.; GERSTER, D.K.
PERSONNEL, VOL.55, NO.2, MARCH-APRIL 1978, P. 23-29.
THE INVESTMENT INVOLVED IN AND THE SUCCESSFUL IMPLEMENTATION OF CAREER PROGRAMS ARE DESCRIBED. SUBSTANTIAL PAYOFFS FROM SUCH PROGRAMS ARE OBTAINED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EMPLOYEE BENEFITS; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT DEVELOPMENT; MANAGEMENT POLICY; ORGANIZATIONAL BEHAVIOR; ORGANIZATIONAL DEVELOPMENT; 0110; 0110; 0475; 0007; 0605; 0588; 0933; 0938; 0686

141154 PER78C0010
WHO IS RESPONSIBLE FOR EMPLOYEE CAREER PLANNING? A PERSONNEL SYMPOSIUM.
ANON
PERSONNEL, VOL.55, NO.2, MARCH-APRIL 1978, P. 10-22.
CURRENT CORPORATE ATTITUDES TOWARDS EMPLOYEE CAREER PLANNING ARE EXAMINED. A FLEXIBLE APPROACH IS RECOMMENDED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EMPLOYEE BEHAVIOR; EMPLOYEE RELATIONS; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; ORGANIZATIONAL BEHAVIOR; 0110; 0110; 0958; 0036; 0007; 0605; 0938

141153 PER78C0004
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MILLER, E.C.
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A SURVEY CONCERNING ATTITUDES OF CORPORATIONS TOWARDS CAREER PLANNING REVEAL A CONSENSUS ON THE USES OF CAREER PLANNING BUT THE GENERAL ABSENCE OF SUCH PROGRAMS..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; CORPORATE BEHAVIOR; EMPLOYEE BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT POLICY; ORGANIZATIONAL DEVELOPMENT; ORGANIZATIONAL BEHAVIOR; 0110; 0110; 0127; 0958; 0007; 0605; 0933; 0686; 0938

140960 JSM78D0030
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IDEMA, T.H.
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Descriptors: CAREER DEVELOPMENT; CAREER PATH; DATA PROCESSING; HUMAN RESOURCE DEVELOPMENT; SYSTEMS; 0110; 0110; 0495; 0007; 0031

140361 BWE78D0362
COMMUTING: A SOLUTION FOR TWO-CAREER COUPLES.
ANON
BUSINESS WEEK, NO.2528, APRIL 3, 1978, P. 62-68.
A BUSINESS WEEK SURVEY FOUND THAT THE INCIDENCE OF COUPLES WHO LIVE IN DIFFERENT CITIES TO PURSUE SEPARATE CAREERS IS RISING. THE ARRANGEMENT OPTEN ALLOWS THE COUPLES TO DEDICATE MORE TIME TO THEIR JOBS. HOWEVER, SUCH AN ARRANGEMENT MAKES A MARRIAGE DIFFICULT TO MAINTAIN, AND CAN OFTEN PRESENT CHILD-REARING PROBLEMS..
Descriptors: CAREER PATH; CHILDREN; COST; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; 0110; 0804; 0716; 0007; 0454

140088 SMR78M0015
INITIAL OBSERVATIONS ON A PIONEER COHORT: 1974 WOMEN MBA'S.
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MEN AND WOMEN OF THE STANFORD MBA CLASS OF 1974 WERE COMPARED WITH RESPECT TO BACKGROUND, CAREER PLANNING, LIFE GOALS AND EXPECTATIONS, AND JOB SEARCH AND STARTING SALARIES. CONCLUSIONS RELATING THESE FACTORS TO THE LIKELIHOOD OF EVENTUAL SALARY AND PERFORMANCE DIFFERENTIALS OF THE MEN AND WOMEN ARE MADE..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MBA; WOMEN IN BUSINESS; 0110; 0007; 0233; 0324

139148 TDJ78A0010
WHICH WAY: MANAGER-DIRECTED OR PERSON-CENTERED CAREER PATHING.
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Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; MANAGEMENT; PERSONNEL MANAGEMENT; QUALITY OF LIFE; 0110; 0007; 0221; 0605; 0458; 0644

221

138970 MRP77I0220
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Descriptors: CAREER DEVELOPMENT; CAREER PATH; CIVIL SERVICE; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB HUNTING; PUBLIC ADMINISTRATION; PUBLIC SECTOR; 0110; 0110; 0808; 0034; 0007; 0891; 0005; 0460

138968 MRP77I0216
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THOMPSON, M.L.
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THE QUEST FOR EMPLOYMENT IN THE PUBLIC SECTOR IS DESCRIBED FOR THE COLLEGE GRADUATE. FOCUS IS ON THE POLITICS OF ACQUIRING A JOB AND ITS IMPACT ON THE CANDIDATE..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB HUNTING; PUBLIC ADMINISTRATION; PUBLIC SECTOR; 0110; 0110; 0034; 0007; 0891; 0005; 0460

138967 MRP77I0214
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BROWN, F.G.
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MEANS OF EVALUATING CAREER GOALS AND ASPIRATIONS TO DETERMINE THE EXISTENCE OF A FIT IN THE FIELD OF PUBLIC ADMINISTRATION ARE DISCUSSED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; COLLEGES AND UNIVERSITIES; EDUCATION; HUMAN RESOURCE DEVELOPMENT; PUBLIC ADMINISTRATION; PUBLIC SECTOR; 0110; 0110; 0034; 0007; 0005; 0460

222

137290 BH077L0014
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Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGER PROFILE; 0110; 0007; 0605; 0883

137111 SMR77R0001
INCREASING ORGANIZATIONAL EFFECTIVENESS THROUGH BETTER HUMAN RESOURCE PLANNING AND DEVELOPMENT.
SCHEIN, E.H.
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THE IMPORTANCE OF HUMAN RESOURCE PLANNING AND DEVELOPMENT IS EMPHASIZED. THE USE OF THE SCIENCE FOR MAXIMUM ORGANIZATIONAL EFFECTIVENESS IS DESCRIBED..
Descriptors: BEHAVIORAL SCIENCE; CAREER DEVELOPMENT; CAREER PATH; HUMAN BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; JOB MOTIVATION; MANAGEMENT; ORGANIZATION PLANNING; ORGANIZATIONAL BEHAVIOR; ORGANIZATIONAL DEVELOPMENT; 0080; 0110; 0110; 0198; 0007; 0930; 0605; 0318; 0938; 0686

136982 PAD77K0059
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LEACH, J.
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Descriptors: CAREER DEVELOPMENT; CAREER PATH; COMMUNICATION IN ORGANIZATIONS; HUMAN RESOURCE DEVELOPMENT; INFORMATION SYSTEMS; PERFORMANCE APPRAISAL; PERSONNEL MANAGEMENT; PLANNING; 0110; 0110; 0011; 0007; 0213; 0527; 0458; 0251

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Descriptors: CAREER DEVELOPMENT; CAREER PATH; CORPORATIONS; EMPLOYEE RELATIONS; HUMAN RESOURCE DEVELOPMENT; PERSONNEL MANAGEMENT; TRAINING AND DEVELOPMENT; 0110; 0110; 0675; 0036; 0007; 0458; 0273

223

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THE CAREER OF THE ORGANIZATION IS DESCRIBED IN TERMS OF STRUCTURES, CULTURES AND POWER SYSTEMS, AND EXERCISE TO ASSIST IN DETERMINING THE PAST AND THE NEXT STEP OF THE ORGANIZATION'S CAREER IS PRESENTED. HUMAN RESOURCES PLANNING AND STRATEGY IS THEN EXAMINED..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; ORGANIZATION; ORGANIZATION PLANNING; ORGANIZATIONAL BEHAVIOR; PLANNING; 0110; 0007; 0605; 0576; 0318; 0938; 0251

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CLUTTERBUCK, D.
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Descriptors: CAREER PATH; EMPLOYEE BEHAVIOR; EMPLOYEE COMPENSATION; EXECUTIVE; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; RELOCATION; 0110; 0958; 0121; 0157; 0007; 0605; 0259

135047 ASQ77I0377
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MARCH, J.C.; MARCH, J.G.
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THE BELIEF THAT JOBS AND INDIVIDUALS ARE PAIRED CAREFULLY IS TESTED BY USING A MARKOV MODEL. THE LEVEL OF RANDOMNESS FOUND SUGGEST THE AWARDING OF JOBS TO INDISTINGUISHABLE MANAGERS..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; JOB DEVELOPMENT; MANAGEMENT; MARKOV CHAIN; ORGANIZATIONAL THEORY; ORGANIZATIONAL BEHAVIOR; PROMOTION; QUANTITATIVE METHODS; 0110; 0110; 0007; 0454; 0219; 0605; 0748; 0321; 0938; 0454; 0008

224

134675 PAD77I0049
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LEACH, J.
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Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MOTIVATION; ORGANIZATIONAL BEHAVIOR; PERSONNEL MANAGEMENT; PSYCHOLOGY; 0110; 0110; 0007; 0605; 0622 ; 0938; 0458; 0080

134655 ORD77P0019
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FOUR STAGES IN PROFESSIONAL CAREERS, THAT OF AN APPRENTICE, COLLEAGUE, MENTOR AND A SPONSOR ARE DISCUSSED. THE TRANSITION STAGES AND PSYCHOLOGICAL FACTORS ARE ANALYZED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; PERFORMANCE; PROFESSIONAL RESPONSIBILITY; PSYCHOLOGY; 0110; 0110; 0007; 0249; 0750; 0080

134651 OPT7780037
STAFFING FROM THE MANAGER'S POINT OF VIEW.
ATKEY, R.I.
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Descriptors: CANADA; CAREER PATH; HUMAN RESOURCE DEVELOPMENT ; INTERVIEW TECHNIQUE; MANAGEMENT; RECRUITMENT; STAFFING; 0102 ; 0110; 0007; 0543; 0605; 0266; 0266

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Descriptors: CAREER PATH; CAREER DEVELOPMENT; DISTRIBUTION; EDUCATION; MANAGEMENT TRAINING; JOB CLASSIFICATION; HUMAN RESOURCE DEVELOPMENT; GOVERNMENT POLICY; MASS TRANSIT; TRANSPORTATION; 0110; 0110; 0680; 0034; 0233; 0055; 0007; 0859 ; 0857; 0274

132450 SMR77M0075
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Descriptors: BEHAVIORAL SCIENCE; PERFORMANCE APPRAISAL; MANAGEMENT; MANAGEMENT EDUCATION; ORGANIZATION; CAREER PATH; CAREER DEVELOPMENT; HUMAN RESOURCE DEVELOPMENT; 0080; 0527; 0605; 0233; 0576; 0110; 0110; 0007

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Descriptors: JOB HUNTING; MANAGEMENT; JOB SATISFACTION; PROMOTION; COMPENSATION; EDUCATION; GOALS AND OBJECTIVES; INTERNAL ORGANIZATION ENVIRONMENT; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; 0891; 0605; 0221; 0454; 0121; 0034; 0251; 0127; 0007; 0110

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Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; ORGANIZATION STRUCTURE; RESEARCH AND DEVELOPMENT; PROMOTION; 0110; 0007; 0453; 0446; 0454

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Descriptors: CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; ORGANIZATION CHART; ORGANIZATION STRUCTURE; RESEARCH AND DEVELOPMENT; PROMOTION; 0110; 0110; 0007; 0221; 0578; 0453; 0446; 0454

132221 REM77G0020
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Descriptors: RESEARCH AND DEVELOPMENT; PROMOTION; CAREER DEVELOPMENT; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; 0446; 0454; 0110; 0110; 0007; 0454

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DISCUSSION OF SCHEME TO PROMOTE SCIENTIFIC PERSONNEL WITHOUT HAVING TO PLACE THEM IN MANAGEMENT POSITIONS..
Descriptors: HUMAN RESOURCE DEVELOPMENT; CAREER PATH; CAREER DEVELOPMENT; JOB ADVANCEMENT; PROMOTION; RESEARCH AND DEVELOPMENT; 0007; 0110; 0110; 0454; 0454; 0446

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JOSLIN, E.O.
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Descriptors: HUMAN RESOURCE DEVELOPMENT; CAREER PATH; CAREER DEVELOPMENT; PERSONNEL MANAGEMENT; 0007; 0110; 0110; 0458

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Descriptors: COLLEGES AND UNIVERSITIES; CAREER PATH; EDUCATION; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; 0110; 0034; 0007; 0221

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Descriptors: JOB EVALUATION; JOB SATISFACTION; GOALS AND OBJECTIVES; CAREER PATH; CAREER DEVELOPMENT; HUMAN RESOURCE DEVELOPMENT; JOB ADVANCEMENT; MANAGEMENT; ORGANIZATIONAL DEVELOPMENT; MANAGEMENT STRATEGY; MANAGEMENT BY OBJECTIVES; SUPERIOR SUBORDINATE RELATIONSHIP; 0929; 0221; 0251; 0110; 0110; 0007; 0454; 0605; 0686; 0933; 0589; 0558

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STARK, D.
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Descriptors: HUMAN RESOURCE DEVELOPMENT; CAREER PATH; MANAGEMENT DEVELOPMENT; MANAGEMENT; 0007; 0110; 0588; 0605

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HUMAN RESOURCE MANAGEMENT. VOL.16, NO.2, SUMMER 1977,P. 2-16.
JOB TENURE AND DUE PROCESS ARE FIGMENTS OF THE MANAGER'S IMAGINATION. HOW AND WHY A MANAGER SHOULD BE PREPARED IN THE EVENT OF DISMISSAL..
Descriptors: HUMAN RESOURCE DEVELOPMENT; EMPLOYMENT; CAREER PATH; JOB HUNTING; INDUSTRIAL RELATIONS; JOB SECURITY; JOB PERFORMANCE; MANAGER-SUBORDINATE RELATIONSHIP; LABOR TURNOVER; PERFORMANCE APPRAISAL; PERFORMANCE; WHITE COLLAR WORKER; SENIORITY; 0007; 0115; 0110; 0891; 0036; 0054; 0527; 0558; 0616; 0527; 0249; 0419; 0782

129119 GAF77N0068
CAISSON'S DISEASE: OCCUPATIONAL HAZARD OF THE AUDITING PROFESSION.
KEEFER, R.D.
THE GOVERNMENT ACCOUNTANTS JOURNAL, VOL.20, NO.1,SPRING 1977, P. 68-70.
RECENT GOVERNMENT BUDGETARY EXPANSION HAS CALLED FOR MORE ACCOUNTING CONTROL. THE OPPORTUNITIES ARISING HAVE BROUGHT AN INFLUX OF ACCOUNTANTS INTO IMPORTANT POSITIONS WHICH COULD DAMAGE THEIR CAREERS DUE TO INEXPERIENCE AND A LIMITED KNOWLEDGE BASE..
Descriptors: ACCOUNTING; CIVIL SERVICE; CAREER PATH; CAREER DEVELOPMENT; TRAINING AND DEVELOPMENT; PROMOTION; HUMAN RESOURCE DEVELOPMENT; GOVERNMENT BUREAUCRACY; CPA; 0556; 0808; 0110; 0110; 0273; 0454; 0007; 0507; 0732

127659 CBM77G0035
JOB HUNTING 1: THE RESUME IS THE FOOT IN THE DOOR.
HUGGINS, D.
CANADIAN BUSINESS MAGAZINE, VOL.50, NO.7, JULY 1977, P. 35.
A CAREFULLY PLANNED RESUME, MOST IMPORTANT IN PRESENTING AN INVENTORY OF YOUR PERSONAL RESOURCES. SHOULD CONTAIN CAREER OBJECTIVES AND A SUMMARY THUS FAR, EDUCATION, REFERENCES, RELATED ACHIEVEMENTS. IN DESCRIBING ABILITIES, CONSIDER AND INCLUDE WHAT,WHY, HOW, WHEN AND WHERE..
Descriptors: EDUCATION; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; EXECUTIVE; MOTIVATION; LEADERSHIP; JOB HUNTING; PROMOTION; 0034; 0110; 0007; 0157; 0622; 0608; 0891; 0454

125590 AMJ77D0252
EXECUTIVE SUCCESSION IN THE CORPORATE ORGANIZATION: A CURRENT INTEGRATION.
HELMICH, D.
ACADEMY OF MANAGEMENT JOURNAL, VOL.2, NO.2, APRIL 1977,P. 252-266. BIBLIOG. 77
INTEGRATION OF VARIABLES RELATING TO EXECUTIVE SUCCESSION TO CORPORATE PRESIDENCIES SHOW OUTSIDE PROMOTED LEADERS TO BE TASK ORIENTED, ARE LACKING IN NEED FOR SATISFYING JOBS, AND LEADERS WITH SUCH NEED DEFICIENCY ARE GENERALLY FROM OUTSIDE..
Descriptors: EXECUTIVE; CAREER PATH; PROMOTION; ORGANIZATION STRUCTURE; OPTIMIZATION; MULTIVARIATE ANALYSIS; SUCCESSION; MANAGEMENT; LEADERSHIP; JOB SATISFACTION; HUMAN RESOURCE DEVELOPMENT; MODELING; MANAGEMENT STYLE; 0157; 0110; 0454; 0453; 0331; 0779; 0824; 0605; 0608; 0221; 0007; 0239; 0856

124941 WCP76A0002
WOMEN IN THE JOB INTERVIEW.
GOODRICH, J.C.; LATACK, J.C.; ROELS, S.J.
THE WOMAN CPA, VOL.38, NO.1, JAN 1976, P. 2-4.
WOMEN NEED TO BE ASSERTIVE, AWARE OF LONG TERM CAREER PATH OBJECTIVES AND ARTICULATE IN ORDER TO SUCCESSFULLY NEGOTIATE DIFFERENT INTERVIEWING TECHNIQUES..
Descriptors: MANAGEMENT; JOB HUNTING; INTERVIEW TECHNIQUE; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MINORITIES; WOMEN IN BUSINESS; RECRUITMENT; 0605; 0891; 0543; 0110; 0007; 0238; 0324; 0266

124230 SAM76R0061
FACTS ARE FUNDAMENTAL FOR SUCCESSFUL CAREER PLANNING.
GOODMAN, S.E.
SA M ADVANCED MANAGEMENT JOURNAL, VOL.41, NO.4, AUTUMN 1976,P. 61-66.
PROVIDES A BIBLIOGRAPHY OF SOURCE MATERIAL ON CAREER PLANNING, SELF-INTEREST SURVEYS, CAREER OUTLOOK INFORMATION, SURVEY AND RECRUITING TRENDS, CONTINUING SOURCES OF CAREER INFORMATION, EMPLOYMENT OPPORTUNITIES, CONSUMER PROTECTION AND JOB HUNTING METHODS..
Descriptors: BIBLIOGRAPHY; CAREER DEVELOPMENT; MANAGEMENT; JOB HUNTING; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; TRAINING AND DEVELOPMENT; PLANNING; 0968; 0110; 0605; 0891; 0007; 0110; 0273; 0251

123958 PUA76N0083
CIVIL SERVANTS AT MID-CAREER: MANAGEMENT TRAINING IN AMERICAN UNIVERSITIES.
EGGER, R.
PUBLIC ADMINISTRATION, VOL.54, SPRING 1976, P. 83-98.BIBLIOG. 9
THE U.K. TRAINING ACT PROVIDES EDUCATIONAL BENEFITS TO CIVIL SERVANTS IN MID-CAREER WISHING TO EXPAND THEIR EDUCATION. MANAGERS ARE SENT TO UNIVERSITY IN ENGLAND OR OVERSEAS, OR ENGAGE IN OTHER AVTIVITIES FOR A PERIOD OF TIME TO GET A BETTER BACKGROUND IN POLITICAL, ECONOMIC, AND SOCIAL PROBLEMS.

Descriptors: CAREER PATH; EDUCATION; UNITED KINGDOM; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; MANAGEMENT; PUBLIC ADMINISTRATION; PERSONNEL MANAGEMENT; MANAGER BEHAVIOR; MANAGEMENT DEVELOPMENT; TRAINING AND DEVELOPMENT; 0110; 0034; 0047; 0007; 0221; 0605; 0005; 0458; 0856; 0588; 0273

123955 PUA76N0031
WHY VISITING ECONOMISTS FAIL: AN ALTERNATIVE INTERPRETATION.
ABBOTT, G.C.
PUBLIC ADMINISTRATION, VOL.54, SPRING 1976, P. 31-43.BIBLIOG. 8
VISITING EXPERTS, AND SPECIFICALLY ECONOMISTS, OFTEN RUN INTO HOSTILITY FROM PERMANENT TEACHING STAFF OR PROFESSORS WHO DO NOT SHARE SOME OF THE BROADER EXPERIENCES THESE MUCH-TRAVELED PEOPLE EXHIBIT. FOREIGN VISITORS ALSO ARE LIKELY TO MAKE MISTAKES IN INTERPERSONAL CONTACTS FROWNED UPON BY STAFF POLITICS. AND, THEIR WELL ROUNDED KNOWLEDGE MAY MAKE IT HARD FOR THEM TO ACCOMPLISH VERY SPECIFIC PROJECTS..
Descriptors: CAREER PATH; COLLEGES AND UNIVERSITIES; ECONOMICS; EDUCATION; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; POLITICS; 0110; 0677; 0034; 0605; 0007; 0794

123697 PPS76M0601
INDIVIDUALS AND THEIR CAREERS: SOME TEMPORAL CONSIDERATIONS FOR WORK SATISFACTION.
MAANE, J.V.; KATZ, R.
PERSONNEL PSYCHOLOGY, VOL.29, NO.4, WINTER 1976, P. 601-616.BIBLIOG. 38
ANY DISCUSSION OF WORK SATISFACTION MUST BEGIN WITH THE ADOPTION OF AN OCCUPATIONAL/CAREER-SPECIFIC AND TIME-DEPENDENT PERSPECTIVE. TECHNIQUES TO MEASURE EMPLOYEE WORK SATISFACTION AND TO CLASSIFY CAREER AND CAREER STAGES ARE DISCUSSED. SATISFACTION PATTERNS FOR ADMINISTRATIVE, PROFESSIONAL, CLERICAL AND MAINTENANCE EMPLOYEES ARE STUDIED..
Descriptors: CAREER DEVELOPMENT; CAREER PATH; INDUSTRIAL PSYCHOLOGY; HUMAN RESOURCE DEVELOPMENT; JOB ANALYSIS; INDUSTRIAL RELATIONS; PERSONNEL MANAGEMENT; ORGANIZATIONAL THEORY; JOB SATISFACTION; 0110; 0110; 0209; 0007; 0055; 0036; 0458; 0321; 0221

231

123603 PMA76I0049
WHEN TO CHANGE YOUR JOB.
ROSEMAN, E.
PRODUCT MANAGEMENT, VOL.5, NO.9, SEPT 1976, P. 49-52.
WHILE SELF-CONFIDENCE IS IMPORTANT, OVERCONFIDENCE IS DANGEROUS AND DESTRUCTIVE. BEFORE CHANGING A JOB, THE PRODUCT MARKETER MUST EVALUATE HIS CURRENT JOB AND COMPARE IT WITH THE NEW JOB. CERTAIN JOB CHARACTERISTICS MUST BE EXAMINED..
Descriptors: JOB EVALUATION; CAREER DEVELOPMENT; CAREER PATH; JOB ADVANCEMENT; HUMAN RESOURCE DEVELOPMENT; DECISION MAKING; JOB HUNTING; PLANNING; MARKETING; JOB SATISFACTION; PROMOTION; SUPERIOR SUBORDINATE RELATIONSHIP; SALARY; 0929; 0110; 0110; 0454; 0007; 0494; 0891; 0251; 0601; 0221; 0454; 0558; 0444

123505 PER76C0061
PUTTING THE LIBERAL ARTS GRADUATE TO WORK.
COOPER, A.C.
PERSONNEL, VOL.53, NO.2, MARCH-APRIL 1976, P. 61-65.
SUGGESTS INTERNSHIPS, COOPERATIVE WORK-EDUCATION, FLEXIBLE SCHEDULING, AND PART-TIME EMPLOYMENT AS METHODS THAT WOULD AID BOTH EMPLOYERS AND LIBERAL ARTS GRADUATES BY UTILIZING A HIGHLY TALENTED AND TRAINABLE SEGMENT OF THE LABOR FORCE..
Descriptors: EDUCATION; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; FLEXIBLE SCHEDULE; 0034; 0110; 0007; 0173

123473 PEJ7650398
TUITION REFUND-ASSET OR LIABILITY.
KAIMANN, R.; ROBEY, D.
PERSONNEL JOURNAL, VOL.55, NO.8, AUG 1976,P. 398-399, 412. BIBLIOG. 8
THE ASSUMPTION OF EDUCATIONAL EXPENSES BY CORPORATIONS FOR MANAGERS PURSUING THE MBA ON A PART TIME BASIS HAS HIDDEN COSTS WHICH QUESTION THE VALUE OF THIS FRINGE BENEFIT. DIRECT COSTS ARE INCURRED BY THE COMPANY THROUGH LOST STUDENT TIME AND ENERGY AND THE PERSONNAL USE OF SECRETARIAL AND DUPLICATING SERVICES. BUT MORE IMPORTANT LOSSES ARE INCURRED THROUGH THE DISSATISFACTION OF NEW MBA'S WHO EXPECT IMMEDIATE COMPENSATION FOR THEIR EDUCATION IN THE FORMS OF RAISES, PROMOTIONS, OR NEW RESPONSIBILITIES..
Descriptors: BUSINESS SCHOOLS; CAREER PATH; EDUCATION; EMPLOYEE COMPENSATION; FRINGE BENEFITS; INDUSTRIAL PSYCHOLOGY; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT TRAINING; JOB SATISFACTION; MBA; PROMOTION; 0751; 0110; 0034; 0121; 0180; 0209; 0007; 0233; 0221; 0233; 0454

232

123364 PAR76E0253
PUBLIC ADMINISTRATION AS A PROFESSION: PROBLEMS AND PROSPECTS.
SCHOTT, R.L.
PUBLIC ADMINISTRATION REVIEW, VOL.36, NO.3, MAY-JUNE 1976,P. 253-259. BIBLIOG. 23
PUBLIC ADMINISTRATION EXHIBITS FEW IF ANY OF THE ATTRIBUTES COMMONLY ASSOCIATED WITH PROFESSIONAL STATUS. THE EDUCATION AND TRAINING ASPECTS OF PUBLIC ADMINISTRATION ARE EXAMINED. PUBLIC ADMINISTRATION HAS YET TO DEVELOP PEER CONTROL OVER THE QUALITY OF WORK PERFORMED BY ITS PRACTITIONERS. THERE IS A NEED FOR SCHOOLS TO TAKE AN OPEN AND HONEST LOOK AT THEIR ASPIRATIONS, CLAIMS, AND POTENTIAL FOR EDUCATION FOR THE PUBLIC SERVICE..
Descriptors: BUREAUCRACY; HUMAN RESOURCE DEVELOPMENT; HUMAN BEHAVIOR; PUBLIC ADMINISTRATION; PROFESSIONAL RESPONSIBILITY; MANAGEMENT; CAREER PATH; CAREER DEVELOPMENT; COMMUNITY SERVICES; CIVIL SERVICE; GOVERNMENT AGENCY; EDUCATION; PUBLIC AFFAIRS; RECRUITMENT; TRAINING AND DEVELOPMENT; 0099; 0007; 0198; 0005; 0750; 0605; 0110; 0110; 0922; 0808; 0976; 0034; 0329; 0266; 0273

123294 ORD76R0018
OPTIMIZING THE UTILIZATION OF HUMAN RESOURCES.
GIBLIN, E.J.; ORNATI, O.A.
ORGANIZATIONAL DYNAMICS, VOL.5, NO.2, AUTUMN 1976,P. 18-33. BIBLIOG. 8
IDENTIFIES THE MAJOR CONDITIONS THAT PERMIT OPTIMIZING THE USE OF HUMAN RESOURCES. PRESENTS SIX CONDITIONS AND THEIR CORROLARIES WHICH ATTEMPT TO SYNTHESIZE EXISTING KNOWLEDGE OF MANAGEMENT PROCESS, HUMAN RESOURCE MANAGEMENT, AND ORGANIZATIONIAL ANALYSIS INTO A CONCEPTUAL FRAMEWORK..
Descriptors: CONTROL AND PLANNING; CONSTRAINTS; CAREER PATH; CAREER DEVELOPMENT; EFFICIENCY; HUMAN RESOURCE DEVELOPMENT; GOALS AND OBJECTIVES; HUMAN RESOURCE INVENTORY; ORGANIZATIONAL BEHAVIOR; INDUSTRIAL ENGINEERING; INDUSTRIAL RELATIONS; RESOURCE ALLOCATION; PROMOTION; PERSONNEL MANAGEMENT; JOB ANALYSIS; SUPERVISION; ORGANIZATION STRUCTURE; ORGANIZATION PLANNING; MANAGEMENT; LEADERSHIP; MOTIVATION; MANAGEMENT BY OBJECTIVES; OPTIMIZATION; ORGANIZATIONAL THEORY; PERFORMANCE APPRAISAL; 0313; 0560; 0110; 0110; 0662; 0007; 0251; 0200; 0938; 0207; 0036; 0641; 0454; 0458; 0055; 0427; 0453; 0318; 0605; 0608; 0622; 0589; 0331; 0321; 0527

123106 OME7640341
PERSONNEL DEVELOPMENT AND EVALUATION.
GITHENS, W.H.; ELSTER, R.S.
OMEGA, VOL.4, NO.3, P. 341-342. BIBLIOG. 5
DEALS WITH DEVELOPING AN IMPROVED PERFORMANCE EVALUATION SYSTEM FOR CIVILIANS IN TWO U.S. NAVY ORGANIZATIONS. GROUP APPRAISALS, GOAL SETTING, PERFORMANCE RATING SCALES, AND CAREER PATHS ARE DESCRIBED AS THE FOUR MAJOR PARTS OF THE PROJECT..
Descriptors: CAREER DEVELOPMENT; TRAINING AND DEVELOPMENT; EVALUATION; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; FEEDBACK; MANAGEMENT DEVELOPMENT; PERSONNEL MANAGEMENT; PERFORMANCE APPRAISAL; MOTIVATION; SUPERVISION; JOB PERFORMANCE; MANAGEMENT; 0110; 0273; 0249; 0110; 0007; 0163; 0588; 0458; 0527; 0622; 0427; 0527; 0605

123079 OME7640119
EDITORIAL: IN-COMPANY TRAINING.
EILON, S.
OMEGA, VOL.4, NO.2, JUNE 1976, P. 119-123.
THE REQUIRED ATTRIBUTES OF CAREER PATH PLANNING AND POSSIBLE USES OF TRAINING ARE IDENTIFIED AND DISCUSSED. THE NEED FOR A MIXTURE OF INTERNAL AND EXTERNAL TRAINING FACILITIES IS HIGHLIGHTED..
Descriptors: CAREER DEVELOPMENT; TRAINING AND DEVELOPMENT; PLANNING; CAREER PATH; EDUCATION; JOB ENRICHMENT; INTERNAL ORGANIZATION ENVIRONMENT; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT TRAINING; 0110; 0273; 0251; 0110; 0034; 0221; 0127; 0007; 0605; 0233

122976 NAB76H0044
DEFYING TRADITION AND ACHIEVING SUCCESS.
ANON
NATION'S BUSINESS, VOL.64, NO.8, AUG 1976, P. 44-51.
PROFILES THE SUCCESS OF ARCHITECT, JOHN PORTMAN, WHO IS PROBABLY BEST KNOWN FOR CREATING THE ATLANTA SKYLINE..
Descriptors: CAREER PATH; DESIGN; ECONOMICS; HUMAN RESOURCE DEVELOPMENT; ENTREPRENEURSHIP; LEADERSHIP; URBAN DEVELOPMENT; 0110; 0633; 0677; 0007; 0310; 0608; 0674

122633 MRE76L0042
THE NEW EMPLOYEE AND THE SMALL FIRM.
RIMLER, G.W.; HUMPHREYS, N.J.
MANAGEMENT REVIEW, VOL.65, NO.12, DEC 1976, P. 42-44.
SMALL BUSINESSES ARE FINDING RECRUITING AND RETAINING OF EMPLOYEES EASIER, AS RESPONSIBILITY, ADVANCEMENT, AND VISIBILITY ADVANTAGES, AS WELL AS EVENTUAL OWNERSHIP POSSIBILITIES, CONTRIBUTE TO ATTRACT TALENT..
Descriptors: HUMAN RESOURCE DEVELOPMENT; CAREER PATH; RECRUITMENT; SMALL BUSINESSES; 0007; 0110; 0266; 0310

233

234

122319 MBA76F0020
THE ARTIST AS A YOUNG BUSINESSMAN.
DODD, S.L.
MBA: MASTER IN BUSINESS ADMINISTRATION. VOL.10, NO.6,JUNE 1976, P. 20.
PROFILE OF PETER HAINES, A HARVARD MBA WHO PREFERS THE INSECURITY OF LIFE AS AN ARTIST TO THAT OF AN EXECUTIVE..
Descriptors: HUMAN RESOURCE DEVELOPMENT; CAREER PATH; JOB SATISFACTION; RISK; MANAGEMENT; 0007; 0110; 0221; 0559; 0605

122291 MBA76A0034
CAN AN MBA FIND HAPPINESS IN ADVERTISING.
SWAN, C.
MBA (MASTER IN BUSINESS ADMINISTRATION), VOL.10, NO.1,JAN 1976, P. 34-41.
THE HECTIC PACE FOR MBA'S IN MARKETING MANAGEMENT IS EXAMINED IN REGARD TO JOB SATISFACTION AND USEFULNESS OF THE MASTER'S DEGREE..
Descriptors: MBA; MARKETING MANAGEMENT; MARKETING; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; ADVERTISING; MANAGEMENT; 0233; 0532; 0601; 0007; 0110; 0061; 0605

122290 MBA76A0031
WHY FAIL AT 35.
CRAVEN, R.; HARRITY, R.
MBA (MASTER IN BUSINESS ADMINISTRATION), VOL.10, NO.1,JAN 1976, P. 31-33.
MANAGERIAL HASTE TO MAKE IT TO THE TOP BY THE AGE OF 35 IS TERMED "PEAKNESS", AND IS CRITICISED AS UNREALISTIC AND DETRIMENTAL TO THE PSYCHE..
Descriptors: HUMAN RESOURCE DEVELOPMENT; CAREER PATH; PLANNING; MBA; MANAGEMENT DEVELOPMENT; MANAGEMENT; MANAGER BEHAVIOR; 0007; 0110; 0251; 0233; 0588; 0605; 0856

122287 MBA76A0021
THE VANGUARD GENERATION MOVES UP.
THOMPSON, J.A.; STEINBERG, H.; SHARKEY, J.
MBA (MASTER IN BUSINESS ADMINISTRATION), VOL.10, NO.1,JAN 1976, P. 21-42.
BLACKS ARE BREAKING THE COLOR LINE IN CORPORATE MANAGEMENT. INCREASINGLY, THEY ARE GIVEN PROFIT-CENTER RESPONSIBILITIES, AND THIS IS A THRESHOLD. THREE MBA'S DISCUSS THEIR EXPERIENCES AND OFFER ADVICE TO BLACKS NOW STUDYING BUSINESS..
Descriptors: BLACKS; MANAGEMENT; CAREER PATH; EDUCATION; JOB DEVELOPMENT; JOB ADVANCEMENT; HUMAN RESOURCE DEVELOPMENT; EQUAL EMPLOYMENT OPPORTUNITY; MANAGEMENT DEVELOPMENT; MBA; 0792; 0605; 0110; 0034; 0219; 0454; 0007; 0283; 0588; 0233

235

122285 MBA76A0016
DROPPING OUT-AND BACK IN.
BETO, J.E.
MBA, VOL.10, NO.3, MARCH 1976, P. 16-17.
AN EXTENDED PERIOD OF TIME OFF FROM THE USUAL BUSINESS CAREER PATH CAN BE VERY BENEFICIAL TO PERSONAL GROWTH, EXPECIALLY IF WELL PLANNED..
Descriptors: PLANNING; MANAGER BEHAVIOR; LEISURE; CAREER DEVELOPMENT; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; 0251; 0856; 0783; 0110; 0605; 0007; 0110

121797 JTR7650021
THE "MID-LIFE CRISIS".
MOLANDER, C.
JOURNAL OF EUROPEAN TRAINING, VOL.5, NO.1, 1976, P. 21-28.BIBLIOG. 16
BEHAVIORAL SCIENCE AWARENESS OF THE "MID-LIFE CRISIS" BEGAN WITH JUNG, AND HAS SINCE BEEN CAREFULLY DEVELOPED FOR MANAGERIAL BEHAVIOR. TERMINOLOGY AND THE SOCIOLOGICAL ASPECTS OF THE TOPIC ARE EXPLICATED..
Descriptors: BEHAVIORAL SCIENCE; AGE; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; MANAGER BEHAVIOR; MANAGEMENT DEVELOPMENT; MANAGEMENT; STRESS; 0080; 0831; 0007; 0110; 0856; 0588; 0605; 0002

121701 JSI76P0085
BIG-TIME CAREERS FOR THE LITTLE WOMAN: A DUAL-ROLE DILEMMA.
DARLEY, S.A.
JOURNAL OF SOCIAL ISSUES, VOL.32, NO.3, SUMMER 1976,P. 85-98. BIBLIOG. 23
SOCIAL VARIABLES, RATHER THAN GENETIC OR PERSONALITY VARIABLES, ARE ANALYZED TO UNDERSTAND WOMEN'S APPARENT LACK OF ACHIEVEMENT. QUALITIES LIKE COMPETITIVENESS, ASSERTIVENESS, AND COMPETENCE ARE NOT UNIQUELY POSSESSED BY MEN BUT THE TWO SEXES DISPLAY THEM DIFFERENTLY IN DIFFERENT SITUATIONS. THE HOMEMAKER AND CAREER ROLES OF WOMEN ARE ANALYZED..
Descriptors: BEHAVIORAL SCIENCE; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; CAREER DEVELOPMENT; JOB PERFORMANCE; LEADERSHIP; PSYCHOLOGY; PERSONALITY; SOCIAL ISSUES; SOCIOLOGY; WOMEN IN BUSINESS; WOMEN; 0080; 0007; 0110; 0110; 0527; 0608; 0080; 0198; 0915; 0852; 0324; 0935

236

121500 JMS76E0152
THE FOOTBALL CLUB MANAGER - A PRECARIOUS OCCUPATION.
WILDERS, M.G.
JOURNAL OF MANAGEMENT STUDIES, VOL.13, NO.2, MAY 1976,P. 152-163. BIBLIOG. 18
ATTEMPTS TO ASSESS SOME ASPECTS OF THE FOOTBALL CLUB MANAGER BOTH IN A MANAGERIAL CAPACITY AND IN TERMS OF CERTAIN GENERAL CHARACTERISTICS. THE CRITERIA THAT MAKE FOR A SUCCESSFUL CLUB MANAGER ARE VERY DIFFICULT TO DEFINE. THE ROLE OF THE CLUB MANAGERS AND THEIR AREA OF RESPONSIBILITY, PRE-MANAGEMENT CAREER, CAREER DEVELOPMENT, MANAGEMENT TRAINING, TERMINATION OF CONTRACTS AND COURSES TO IMPROVE THEIR EFFICIENCY ARE DISCUSSED..
Descriptors: EDUCATION; EMPLOYEE RELATIONS; JOB SECURITY; JOB ANALYSIS; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MANAGEMENT FUNCTIONS; MANAGEMENT TRAINING; MANAGER BEHAVIOR; MANAGER-SUBORDINATE RELATIONSHIP; ORGANIZATION STRUCTURE; RECRUITMENT; PROFESSIONAL RESPONSIBILITY; PERFORMANCE APPRAISAL; TRAINING AND DEVELOPMENT; SPORTS; CAREER PATH; CAREER DEVELOPMENT; MANAGER; CONTRACTS; 0034; 0036; 0054; 0055; 0007; 0605; 0620; 0233; 0856; 0558; 0453; 0266; 0750; 0527; 0273; 0952; 0110; 0110; 0157; 0931

121492 JMS7680032
WORK ATTITUDES AND CAREER ORIENTATIONS AMONG MANAGEMENT SPECIALISTS.
LANSBURY, R.
JOURNAL OF MANAGEMENT STUDIES, VOL.13, NO.1, FEB 1976,P. 32-48. BIBLIOG. 23
PROFESSIONALS AND EXECUTIVES IN THE U.S. HAVE BEEN FOUND TO BE MORE FREQUENTLY SATISFIED WITH THEIR JOBS THAN IS TRUE OF LOWER ECHELONS. BRITISH WORK ATTITUDES, PARTICULARLY THOSE OF MANAGEMENT SPECIALISTS, EXHIBITED SIMILAR PATTERNS..
Descriptors: INTERNATIONAL; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; JOB SATISFACTION; MOTIVATION RESEARCH; 0009; 0110; 0007; 0605; 0221; 0621

121006 JCR76C0276
EDUCATIONAL AND OCCUPATIONAL CHOICE: A SYNTHESIS OF LITERATURE FROM SOCIOLOGY AND PSYCHOLOGY.
LEVINE, A.
JOURNAL OF CONSUMER RESEARCH, VOL.2, NO.4, MARCH 1976,P. 276-289. BIBLIOG. 132
A REALISTIC CHOICE OF OCCUPATION REPRESENTS A COMPROMISE BETWEEN PERSONAL INTERESTS, CAPACITIES AND VALUES AND THE OPPORTUNITIES AND LIMITATIONS IN THE WORLD. SOCIOECONOMIC ORIGINS, RACIAL AND SEX DISCRIMINATION, FAMILY CHARACTERISTICS, APTITUDES, EDUCATIONAL CREDENTIALS AND SCHOOLS, INTELLIGENCE, INTERESTS, PERSONALITY, VALUES, CULTURAL TRADITIONS AND SUPPLY AND DEMAND ARE EXAMINED AS FACTORS INFLUENCING CHOOSING OF A CAREER PATH..
Descriptors: DISCRIMINATION; HUMAN RESOURCE ACCOUNTING; EDUCATION; BEHAVIORAL SCIENCE; COLLEGES AND UNIVERSITIES; DECISION MAKING; DATA COLLECTION; BUSINESS CYCLE; CAREER PATH; CAREER DEVELOPMENT; MINORITIES; INFORMATION PROCESSING; HUMAN RESOURCE DEVELOPMENT; PERFORMANCE; PERSONALITY; SUPPLY AND DEMAND; PUBLIC DOMAIN; PUBLIC ADMINISTRATION; PUBLIC AFFAIRS; 0485; 0200; 0034; 0080; 0494; 0482; 0709; 0110; 0110; 0238; 0495; 0007; 0249; 0198; 0725; 0460; 0005; 0329

120186 IMG76C0024
THINK TWICE BEFORE CHANGING JOBS.
BUSKIRK, R.H.
INTERNATIONAL MANAGEMENT, VOL.31, NO.3, MARCH 1976,P.24-26.
IF YOU ARE THINKING OF CHANGING JOBS, MAKE SURE THAT IT IS A MOVEMENT UPWARD IN PAY AND RESPONSIBILITY, AND DO NOT OVERLOOK WARNING SIGNALS THAT THE GRASS IS NOT GREENER ON THE OTHER SIDE. BARGAINING POWER, RESEARCH, AND GETTING TO KNOW YOUR FUTURE SUPERIOR ARE STRESSED..
Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB SATISFACTION; RECRUITMENT; 0110; 0007; 0221; 0266

119642 HRM76R0002
LET'S GET REALISTIC ABOUT CAREER PATHS.
WALKER, J.W.
HUMAN RESOURCE MANAGEMENT, VOL.15, NO.3, FALL 1976, P. 2-7.
CAREER PLANNING IS NOT ONLY IMPORTANT TO THE INDIVIDUAL EMPLOYEE BUT TO THE ENTERPRISE SEEKING TO DEVELOP MANAGERIAL TALENT OR MEET AFFIRMATIVE ACTION GOALS. TOO OFTEN CAREER PATH DESIGN OVERLOOKS THE SKILLS, NEEDS, AND ATTITUDES OF PARTICULAR EMPLOYEES AND FAILS TO SATISFY ORGANIZATIONAL DEMANDS. REALISTIC CAREER PATHS CALL FOR CAREFUL ANALYSIS OF EMPLOYEES, ORGANIZATION STRUCTURE, AND ALTERNATIVES TO THE TRADITIONAL LADDER APPROACHES TO CAREER PROGRESS..
Descriptors: AFFIRMATIVE ACTION; PERSONNEL MANAGEMENT; MANAGEMENT DEVELOPMENT; JOB SATISFACTION; JOB DESCRIPTION; INNOVATION; HUMAN RESOURCE DEVELOPMENT; DESIGN; CAREER PATH; CAREER DEVELOPMENT; 0631; 0458; 0588; 0221; 0055; 0926; 0007; 0633; 0110; 0110

237

233

119455 FOR76L0098
THE CORPORATE CLIMBER HAS TO FIND HIS HEART.
MACCOBY, M.
FORTUNE, VOL.94, NO.6, DEC 1976, P. 98-108.
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Descriptors: CAREER PATH; LEADERSHIP; GOALS AND OBJECTIVES; HUMAN BEHAVIOR; HIERARCHY; HUMAN RESOURCE DEVELOPMENT; MOTIVATION; MANAGEMENT; WORK ETHIC; PSYCHOLOGY; PRODUCTIVITY; 0110; 0608; 0251; 0198; 0007; 0622; 0605; 0827; 0080; 0662

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WHY WE SHOULD PREACH THE GOSPEL OF INDUSTRY.
ADAMS, K.
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IN BRITAIN, INDUSTRY AND COMMERCE ARE HELD IN VERY LOW ESTEEM COMPARED TO CIVIL SERVICE AND NON-BUSINESS CAREERS. THERE IS A NEED FOR EMPLOYEE PARTICIPATION IN INDUSTRY, IN THE SENSE THAT THE GREAT MAJORITY OF EMPLOYEES FEEL AND KNOW THAT THEIR SKILL KNOWLEDGE, WISDOM, FEELINGS AND ARGUMENTS ARE TAKEN AND USED IN THE DECISION-MAKING PROCESS..
Descriptors: CIVIL SERVICE; CAREER PATH; CAREER DEVELOPMENT; SALARY; MANAGEMENT; JOB SATISFACTION; JOB ENRICHMENT; HUMAN RESOURCE DEVELOPMENT; DECISION MAKING; SOCIAL ISSUES; UNITED KINGDOM; 0808; 0110; 0110; 0444; 0605; 0221; 0221; 0007; 0494; 0915; 0047

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Descriptors: CAREER PATH; CAREER DEVELOPMENT; JOB ADVANCEMENT; HUMAN RESOURCE DEVELOPMENT; PLANNING; MANAGEMENT DEVELOPMENT; TRAINING AND DEVELOPMENT; 0110; 0110; 0454; 0007; 0251; 0588; 0273

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Descriptors: HUMAN RELATIONS; CORPORATE BUREAUCRACY; CAREER PATH; MOTIVATION; MANAGEMENT; INTERNATIONAL; HUMAN RESOURCE DEVELOPMENT; MULTINATIONAL CORPORATION; 0199; 0099; 0110; 0622; 0605; 0009; 0007; 0637

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Descriptors: CAREER PATH; CAREER DEVELOPMENT; CONTROL AND PLANNING; MANAGEMENT; LABOR RELATIONS; LABOR FORCE; INDUSTRIAL RELATIONS; HUMAN RESOURCE DEVELOPMENT; GOVERNMENT REGULATION; EMPLOYEE BENEFITS; DECISION MAKING; MANAGEMENT FUNCTIONS; PERFORMANCE APPRAISAL; PERSONNEL MANAGEMENT; SALARY; PUBLIC SECTOR; PRODUCTIVITY; PRIVATE SECTOR; PLANNING; TECHNOLOGY; TRAINING AND DEVELOPMENT; MANAGEMENT TRAINING; 0110; 0110; 0313; 0605; 0617; 0618; 0036; 0007; 0188; 0475; 0494; 0620; 0527; 0458; 0444; 0460; 0662; 0940; 0251; 0433; 0273; 0233

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Descriptors: ECONOMIC HISTORY; CAREER PATH; ECONOMIC THEORY; ECONOMIC REFORM; ECONOMICS; QUALITY OF LIFE; HUMAN RESOURCE DEVELOPMENT; HUMAN BEHAVIOR; 0889; 0110; 0306; 0305; 0677; 0644; 0007; 0198

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Descriptors: RETIREMENT; JOB SATISFACTION; CAREER PATH; INDUSTRIAL RELATIONS; HUMAN RESOURCE DEVELOPMENT; CORPORATE SOCIAL RESPONSIBILITY; CORPORATE IMAGE; 0759; 0221; 0110; 0036; 0007; 0128; 0255

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Descriptors: EXECUTIVE; CAREER PATH; HUMAN BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; MOTIVATION; MANAGEMENT; 0157; 0110; 0198; 0007; 0622; 0605

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Descriptors: BANKS AND BANKING; HUMAN RESOURCE DEVELOPMENT; EEO; CAREER PATH; BLACKS; MINORITIES IN BUSINESS; MANAGER PROFILE; 0001; 0007; 0283; 0110; 0792; 0722; 0883

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Descriptors: BANKS AND BANKING; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; FINANCE; EMPLOYMENT; WAGES; PERSONNEL MANAGEMENT; MANAGEMENT; INTERNATIONAL; 0001; 0110; 0007; 0164; 0115; 0444; 0458; 0605; 0009

241

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Descriptors: ATTITUDE; ACCOUNTING; BUSINESS ADMINISTRATION; PERSONALITY; INFORMATION PROCESSING; HUMAN RESOURCE DEVELOPMENT; EDUCATION; DATA COLLECTION; CULTURE; COLLEGES AND UNIVERSITIES; CAREER PATH; TRAINING AND DEVELOPMENT; STATISTICS; QUANTITATIVE METHODS; 0966; 0556; 0605; 0198; 0495; 0007; 0034; 0482; 0837; 0110; 0273; 0436; 0008

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Descriptors: BUSINESS SCHOOLS; BUSINESS ADMINISTRATION; PLANNING; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; EDUCATION; COUNSELING; COLLEGES AND UNIVERSITIES; CAREER PATH; CAREER DEVELOPMENT; 0751; 0605; 0251; 0605; 0007; 0034; 0923; 0110; 0110

242

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Descriptors: CAREER PATH; BUSINESS SCHOOLS; WOMEN IN BUSINESS; WOMEN; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; 0110; 0751; 0324; 0935; 0605; 0007

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Descriptors: CAREER PATH; LONG RANGE PLANNING AND OBJECTIVES; HUMAN RESOURCE DEVELOPMENT; EDUCATION; DATA BASE; QUANTITATIVE METHODS; TRAINING AND DEVELOPMENT; 0110; 0230; 0007; 0034; 0918; 0008; 0273

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Descriptors: AFFIRMATIVE ACTION; DECISION MAKING; CAREER PATH; CAREER DEVELOPMENT; HUMAN BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; MOTIVATION; WOMEN IN BUSINESS; SUPERIOR SUBORDINATE RELATIONSHIP; 0631; 0494; 0110; 0110; 0198; 0007; 0622; 0324; 0558

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Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; JOB PERFORMANCE; INTERVIEW TECHNIQUE; PUBLIC ADMINISTRATION; 0110; 0007; 0527; 0543; 0005

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Descriptors: CAREER PATH; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; PERSONNEL MANAGEMENT; 0110; 0605; 0007; 0458

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Descriptors: CREATIVITY; JOB SATISFACTION; JOB DESCRIPTION; HUMAN RESOURCE DEVELOPMENT; ENTREPRENEURSHIP; PERFORMANCE; MOTIVATION; MANAGEMENT; JOB SECURITY; CAREER DEVELOPMENT; CAREER PATH; SUPERVISION; 0017; 0221; 0055; 0007; 0310; 0249; 0622; 0605; 0054; 0110; 0110; 0427

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Descriptors: ORGANIZATION STRUCTURE; MOTIVATION; TURNOVER; TRAINING AND DEVELOPMENT; TECHNOLOGY; BANKS AND BANKING; CAREER PATH; HUMAN BEHAVIOR; JOB PERFORMANCE; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; COMPUTER; DATA PROCESSING; MANAGEMENT DEVELOPMENT; 0453; 0622; 0429; 0273; 0433; 0001; 0110; 0198; 0527; 0007; 0605; 0497; 0495; 0588

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Descriptors: CAREER PATH; CAREER DEVELOPMENT; BLACKS; MINORITIES; RELOCATION; RECRUITMENT; HUMAN RESOURCE DEVELOPMENT; 0110; 0110; 0792; 0238; 0259; 0266; 0007

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Descriptors: LEADERSHIP; HUMAN RESOURCE DEVELOPMENT; CAREER PATH; PERSONALITY; RETAIL INDUSTRY; MANAGEMENT; 0608; 0007; 0110; 0198; 0289; 0605

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CLARKE, J.R.
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Descriptors: CAREER DEVELOPMENT; CAREER PATH; EXECUTIVE; UNEMPLOYMENT; RECRUITMENT; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; 0110; 0110; 0157; 0425; 0266; 0605; 0007

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Descriptors: CAREER PATH; TRADE ASSOCIATION; 'ROMOTION; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; MANAGER BEHAVIOR; EXECUTIVE; 0110; 0704; 0454; 0605; 0007; 0856; 0157

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Descriptors: CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGER; MANAGEMENT; MARKETING; 0110; 0007; 0157; 0605; 0601

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Descriptors: CAREER PATH; CAREER DEVELOPMENT; HUMAN BEHAVIOR; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; 0110; 0110; 0198; 0007; 0605

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Descriptors: JOB ROTATION; INTERNATIONAL; MULTINATIONAL CORPORATION; MANAGEMENT; INCENTIVES; HUMAN RESOURCE DEVELOPMENT; EXECUTIVE COMPENSATION; CAREER PATH; 0220; 0009; 0637; 0605; 0203; 0007; 0158; 0110

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Descriptors: CAREER PATH; MOTIVATION RESEARCH; MANAGEMENT; JOB SATISFACTION; HUMAN RESOURCE DEVELOPMENT; 0110; 0621; 0605; 0221; 0007

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Descriptors: CAREER DEVELOPMENT; HUMAN RESOURCE DEVELOPMENT; EXECUTIVE; CAREER PATH; MANAGEMENT; JOB SATISFACTION; JOB MOBILITY; MARKETING; MANAGER BEHAVIOR; 0110; 0007; 0157; 0110; 0605; 0221; 0110; 0601; 0856

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Descriptors: EVALUATION; CAREER PATH; HUMAN RESOURCE DEVELOPMENT; MANAGEMENT; MEASUREMENT TECHNIQUES; PERFORMANCE APPRAISAL; MODELING; PROMOTION; PERSONNEL MANAGEMENT; VALIDATION; STATISTICS; QUANTITATIVE METHODS; 0249; 0110; 0007; 0605; 0779; 0527; 0239; 0454; 0458; 0956; 0436; 0008

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Descriptors: CAREER PATH; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; MANAGER BEHAVIOR; STRESS; 0110; 0605; 0007; 0856; 0002

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Descriptors: BEHAVIORAL SCIENCE; UNIVERSITIES; TRAINING AND DEVELOPMENT; CAREER DEVELOPMENT; BUSINESS ADMINISTRATION; EDUCATION; CREATIVITY; CAREER PATH; PROMOTION; PERFORMANCE; MOTIVATION; MANAGER; MANAGEMENT DEVELOPMENT; MANAGEMENT; HUMAN RESOURCE DEVELOPMENT; HUMAN RELATIONS; 0080; 0034; 0273; 0110; 0605; 0034; 0017; 0110; 0454; 0249; 0622; 0157; 0588; 0605; 0007; 0199

248

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Descriptors: EMPLOYEE SERVICES; CAREER PATH; AGE; MANAGEMENT ; HUMAN RESOURCE DEVELOPMENT; HUMAN BEHAVIOR; MORALE; MANAGER BEHAVIOR; 0475; 0110; 0831; 0605; 0007; 0198; 0240; 0856

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249

250

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